

PROGRAM IV: GENERAL GOVERNMENT SERVICES

SUMMARY OF APPROPRIATIONS AND REVENUES

Agency	Agency Name	FY 2002-2003 Appropriations	FY 2002-2003 Revenue	FY 2002-2003 Net County Cost
002	Assessor	27,341,196	4,416,681	22,924,515
003	Auditor-Controller	13,596,848	5,333,282	8,263,566
006	Board of Supervisors - 1st District	678,983	0	678,983
007	Board of Supervisors - 2nd District	673,087	0	673,087
008	Board of Supervisors - 3rd District	673,344	0	673,344
009	Board of Supervisors - 4th District	679,079	0	679,079
010	Board of Supervisors - 5th District	670,794	0	670,794
011	Clerk of the Board	2,295,634	45,613	2,250,021
017	County Executive Office	23,910,338	2,704,466	21,205,872
023	Office of Protocol & International Business Development	464,612	0	464,612
025	County Counsel	8,071,918	3,207,165	4,864,753
031	Registration and Elections	9,370,580	2,163,096	7,207,484
059	Clerk-Recorder	7,914,067	13,943,423	(6,029,356)
074	Treasurer-Tax Collector	10,843,446	7,324,597	3,518,849
079	Internal Audit	2,236,178	128,022	2,108,156
	GENERAL FUND TOTAL	109,420,104	39,266,345	70,153,759
107	Remittance Processing Equipment Replacement	715,529	715,529	0
135	Real Estate Development Program	173,954	173,954	0
13K	LRA Operations	1,088,573	1,088,573	0
14M	Local Redevelopment Authority	225,000	225,000	0
	NON-GENERAL FUND TOTAL	2,203,056	2,203,056	0
	TOTAL GENERAL GOVERNMENT SERVICES	111,623,160	41,469,401	70,153,759

002 - ASSESSOR

Operational Summary

Mission:

To serve the citizens of Orange County by valuing all legally assessable property with uniformity and impartiality, producing property tax assessment rolls in accordance with the laws of the State of California, and helping property owners to understand their property valuations.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	25,462,966
Total Final FY 2002-2003 Budget:	27,341,196
Percent of County General Fund:	1.13%
Total Employees:	332.00

Strategic Goals:

- Identify and properly value all taxable property in Orange County.
- Make property valuation information more accessible and easier to understand.
- Enhance operational efficiency and productivity through the implementation of new technology, policies and procedures.
- Encourage employee development by providing access to relevant training opportunities.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
VALUE ALL TAXABLE PROPERTY IN ORANGE COUNTY. What: Fulfills the Assessor's Constitutional mandate. Why: Implements the provisions of Proposition 13 and other property tax laws.	Valued 810,722 real property parcels and 165,310 business/personal property accounts.	Continue to value all taxable property in the County.	We continually respond to market dynamics, changes in property tax laws and shifts in the workload.
PUBLISH THE SECURED AND UNSECURED ASSESSMENT ROLLS OF VALUE EVERY JULY. What: Fulfills the Assessor's Constitutional mandate. Why: Establishes the basis for property tax assessments that fund schools and local government services.	Published the secured and unsecured assessment rolls in July 2001.	Publish the secured and unsecured assessment rolls in July 2002.	We are in the process of valuing all taxable property in the County for the FY 2002-03 assessment rolls of value.
APPLY TAXABLE VALUE RESTRICTIONS ADOPTED BY CALIFORNIA VOTERS. What: Restricts taxable value based on qualifying events. Why: Implements Prop. 13 and other constitutional limitations on the taxable value of property.	More than 73,000 parcels benefited from taxable value restrictions mandated by property tax laws. Value may be restricted if property declines in value, is transferred between parents and children, or if a replacement residence is purchased by a senior citizen or disabled property owner.	Apply taxable value restrictions to eligible properties in accordance with property tax laws.	We process claims and application forms on a continuous basis, and evaluate Prop. 8 parcels annually.

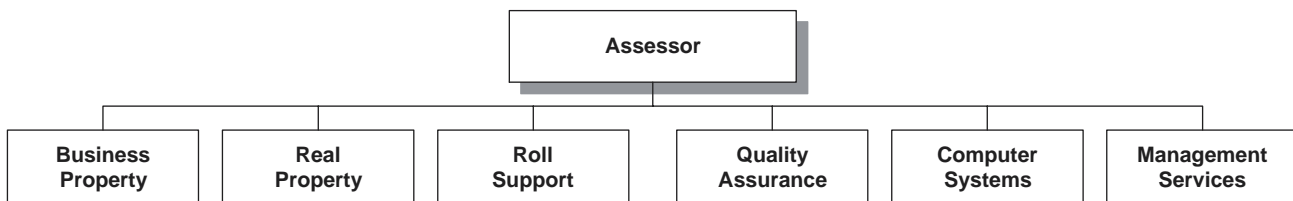
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
IMPLEMENT HOMEOWNER, VETERAN & INSTITUTIONAL EXEMPTIONS FOR ELIGIBLE INDIVIDUALS AND ORGANIZATIONS. What: Limits or reduces taxable value, as mandated by the State Constitution. Why: Qualifying individuals and organizations receive the tax-saving benefits of these exemptions.	More than 474,800 Homeowner, Veteran and Institutional exemptions were enrolled.	Implement exemptions in accordance with property tax laws.	We process claims and application forms on a continuous basis.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- We are the most productive of all urban California counties in terms of roll units worked per appraiser, according to the latest report from the State Board of Equalization.
- The enhanced e-Filing system provides an estimate of taxable value when business property statements are filed on-line. This will help business owners to estimate their personal property tax liability.
- The Assessment Tax System (ATS) upgrade is well underway. Conversion of the database will be completed in Phase I, and improvements to roll production programs will be implemented in Phase II.

Organizational Summary



BUSINESS PROPERTY - Audits and appraises business personal property and assesses all trade fixtures, leased equipment, boats and aircraft with taxable situs in Orange County.

REAL PROPERTY - Appraises real property, new construction and reassessable changes in ownership, and maintains records on all real property parcels including residential, commercial, rural, industrial and special use properties.

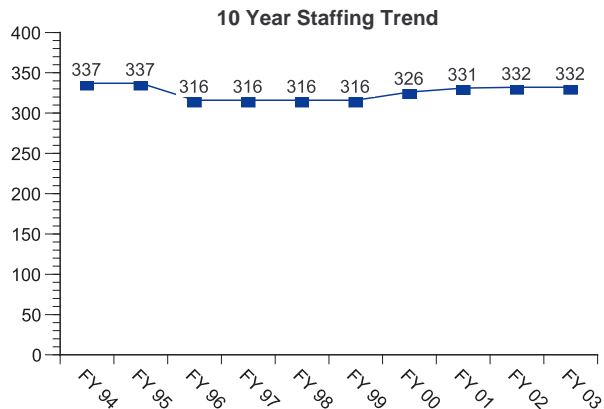
ROLL SUPPORT - Reviews and maintains recorded documents evidencing a change in ownership of real property, prepares Assessor parcel maps and processes Homeowner, Veteran and Institutional exemptions.

QUALITY ASSURANCE - Provides appraisal methodologies, procedures, training and quality control for roll production, audit and appraisal staff.

COMPUTER SYSTEMS - Provides programming and data processing services, system security and technical services to support the development of the assessment rolls of value.

MANAGEMENT SERVICES - Provides fiscal management, process integration, contract administration, procurement and personnel services, general department administration and public service support to the public and other government agencies.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Twenty-one (21) positions were deleted in FY 1995-96 due to the County bankruptcy. Extra help and overtime labor has been used as appropriate to complete the work. Ten (10) positions were added back in January 1999 to accommodate the increased workload base, and annual workload increases.
- Five (5) unfunded limited-term positions were added in FY 2000-01 to manage vacancies and better accommodate recruitment timeframes. One (1) full-time regular position was added mid-year FY 2000-01.
- No new positions are requested in FY 2002-03. The Department's staffing level will remain lower than ten years ago.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Assessor Department recognizes the County's Strategic Priorities, and will continue to operate in concert with those priorities to the extent that they do not interfere with the Department's Constitutional mandate to produce valuation rolls and provide valuation services to Orange County's property owners and businesses.

Changes Included in the Base Budget:

This department made internal reductions to come as close as possible to the 2002 Strategic Financial Plan Net County Cost (NCC) Target. The CEO reduced the department's proposed budget to meet the NCC target. The Board approved restoring the funding to allow the department to continue to operate at the current level of service. (See Approved Budget Augmentations and Related Performance Results below).

One-time costs have been deleted to minimize Net County Cost. Eighty percent (80%) of the base budget increase is attributable to negotiated salaries and higher benefit rates. Legal fees of \$500,000 are included to resolve issues presented by the 2% value restoration case.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Continue Current Level of Service Amount: \$ 2,161,325	Fund increased retirement, health insurance, and data services costs.	Continue to operate at current level of service.	002-001

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	332	332	332	0	0.00
Total Revenues	4,737,372	3,435,000	4,952,177	4,416,681	(535,496)	-10.81
Total Requirements	22,431,362	22,892,545	25,748,897	27,341,196	1,592,298	6.18
Net County Cost	17,693,990	19,457,545	20,796,720	22,924,515	2,127,794	10.23

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Assessor in the Appendix on page 574.

Budget Units Under Agency Control

No.	Agency Name	Business Property	Real Property	Roll Support	Quality Assurance	Computer Systems	Management Services	Total
002	Assessor	4,071,057	7,894,064	6,909,147	752,170	1,861,609	5,853,149	27,341,196
	Total	4,071,057	7,894,064	6,909,147	752,170	1,861,609	5,853,149	27,341,196

003 - AUDITOR-CONTROLLER

Operational Summary

Mission:

To promote public oversight, provide accountability, and support financial decision-making for the County.

Strategic Goals:

- To manage financial risk faced by the County
- To anticipate and satisfy our stakeholders and clients' needs for financial services and information.
- To increase organizational effectiveness while controlling administrative costs.

Key Outcome Measures:

At a Glance:

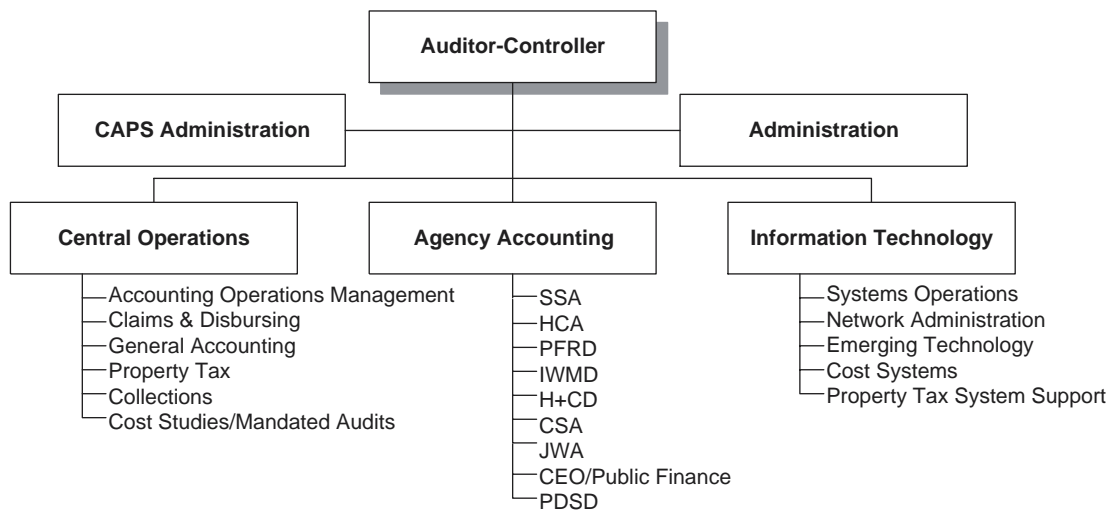
Total FY 2001-2002 Actual Expenditure + Encumbrance:	12,306,009
Total Final FY 2002-2003 Budget:	13,596,848
Percent of County General Fund:	0.56%
Total Employees:	404.00

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
RECEIVE UNQUALIFIED OPINION AND GFOA CERTIFICATE FOR EXCELLENCE IN FINANCIAL REPORTING FOR THE CAFR. What: Measures the integrity and accuracy of the County's annual financial statements. Why: Provides assurance that the CAFR fairly presents the financial position of the County.	The County received an unqualified opinion for fiscal year 2000-2001, and the GFOA Certificate for fiscal year 2000-2001.	The department expects to achieve the same high level of success for fiscal year 2001-2002, by fully implementing GASB 34 and other recent GASB pronouncements.	The department is leading a countywide team which is working on implementing significant new pronouncements from GASB in order to stay in compliance with financial reporting requirements and with generally accepted accounting principles.
99% OF ALL PROPERTY TAXES WILL BE ALLOCATED TO TAXING AGENCIES ON TIME. What: Measures ability to meet deadlines for computing property tax bills and allocating tax revenues. Why: Provides timely revenue to County taxing agencies who receive funding from tax revenues.	The department met all property tax deadlines, apportioning over \$3.1 billion in property taxes, penalties, special taxes/assessments, and interest to over 180 local government funds in 64 separate apportionments in calendar year 2001.	The department fully expects to meet all property tax deadlines.	Property tax apportionment deadlines continue to be met in spite of frequent tax statute changes and the complexity of the tax allocation process.
99% OF STATE AND FEDERAL FUNDS WILL BE CLAIMED IN TIME TO SATISFY CASH FLOW REQUIREMENTS. What: Measures compliance with deadlines that assure timely receipt of funds and avoidance of penalties. Why: The amount of revenue associated with these claims is over \$1 billion.	The department achieved over 99% compliance for the period from December 2000 through November 2001. The department expects to have 99% compliance for the first six months of 2002.	The department will remain committed to timely submission of the over 1,400 required claims and reports, in order to maximize revenue, avoid penalties, and maintain funding for the many County programs which rely on State and Federal participation.	The department achieved over 99% compliance for the period December 2000-November 2001.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Made all financial reports available through the Electronic Report Management and Imaging System (ERMI) and gave users the capability to view and extract data electronically using Monarch software; further countywide rollout of virtual timesheet interface; developed a strategic plan for Assessment Tax System Imaging; implemented the latest subreleases of AMS financial and human resources software product.
- Improved and expanded implementation of ERMI document imaging. The system was enhanced by creating procedures for restricting access to sensitive documents and by expanding to include journal vouchers in addition to payment vouchers. The new journal voucher document cross references various ERMI reports to provide easy document recall when viewing reports.
- Completed the County's CAFR and component unit financial statements by scheduled deadlines, with unqualified audit opinions for all statements. Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR.
- Completed pro-forma GASB 34 statements in anticipation of the June 30, 2002 implementation of the new reporting model.
- Met daily, biweekly, monthly, or other deadlines for services such as payroll, property tax distributions, vendor payments, revenue collection and reporting, appropriation/budget control, reports to the Board, and submission of State and Federal reports.
- Determined that all Auditor-Controller mandates were met.
- Updated approximately one-third of the County Accounting Procedures and posted them online on the County's Intranet site.
- Provided post bankruptcy related services by completing available cash distribution, paid Option "B" pool participants, maintained and updated "Available Cash" model, resolved all disputed claims, and distributed the residual balance and closed the Schedule 1 County Administered Accounts Fund.
- Continued development of employee recognition program that allows managers, supervisors, and employees to acknowledge outstanding achievement. Continued publication of bi-monthly newsletter to increase communication throughout the office.
- Completed the biennial Countywide client survey of services performed and a client satisfaction survey of vendors which received high satisfaction ratings. Continued to implement changes requested as a result of the prior Countywide survey from 1999 and host department/agency survey conducted in 2000.
- Prepared the "Orange County Central Park and Nature Preserve Initiative" fiscal impact analysis.
- Continued to support the Performance Initiative Plan Program by providing necessary training and meeting Performance Action Plan, PIP goal-setting, Progress Review, Final Evaluation, and other appropriate review dates for employees. Continued to support the Management Performance Plan, meeting goal-setting, evaluation, and other required dates for all managers.
- Modified current banking procedures to include additional reconciliations and utilization of the Internet in order to implement a change in banking establishments.
- Provided property tax data for the incorporation of the new city of Aliso Viejo.
- Placed the tax ledgers, appropriation report, and amortization schedules on the department's website.

Organizational Summary



CENTRAL OPERATIONS - This division provides the core accounting activities required of the Auditor-Controller which benefit the County as a whole, including: apportionment of property taxes for all County tax-receiving agencies; providing payroll and claims processing for the benefit of all County departments; accounts receivable and collections functions for many County departments; Cost Studies and Mandated Audits Section, which prepares the County's annual Countywide Cost Allocation Plan (CWCAP) that is utilized for cost reimbursement claiming purposes by most County departments; and preparation of the County's annual financial statements. With the exception of Collections/Accounts Receivable, which is cost-applied to client departments, the core services provided by the Accounting Operations and Reporting division are financed by general-purpose revenues of the General Fund.

AGENCY ACCOUNTING - This division supports nine other agencies/departments by providing outstationed specialized accounting/financial services. The outstationed agency/department accounting support sections are entirely funded by host agencies that have outside revenue sources.

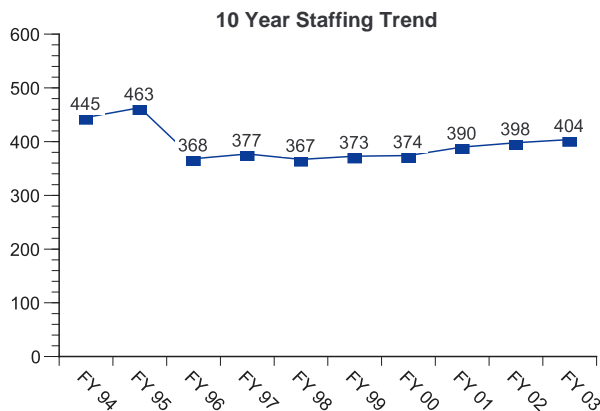
CAPS ADMINISTRATION - CAPS Administration provides administrative support for the County Accounting and Personnel System (CAPS). This function is assigned to the Auditor-Controller but represents the interests of all owner organizations: CEO/CFO, CEO/Human Resources, and the Auditor-Controller.

EXECUTIVE MANAGEMENT - This section includes the executive management team that provides leadership and direction for the department. It consists of the Auditor-Controller, Chief Assistant Auditor-Controller, their secretaries, and the Communications/Staff Development Coordinator.

INFORMATION TECHNOLOGY - The Information Technology division is responsible for the implementation, maintenance and upgrade of the County's central accounting and financial systems, as well as the development of other accounting-related systems.

ADMINISTRATION - This division includes human resources, purchasing, budget management, and administrative support and staff services. This division provides central administrative and staff support to the rest of the department.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- FY 94/95 - Added 4 systems positions to work on CAPS. Added 14 positions in outstationed agency units, most in SSA Accounting with no Net County Cost (NCC) effect.
- FY 95/96 - Eliminated 15 positions due to transfer of internal audit responsibilities to a new County agency. Eliminated 31 other County General funded positions from Central Operations and 49 positions from outstationed Agency units.
- FY 96/97 - Added 4 positions to work on CAPS upgrade (partial restoration of 9 positions eliminated from Systems in 95/96). Added 5 positions to outstationed Agency Accounting with no NCC effect.
- FY 97/98 - Restructure resulted in a net decrease of 10 positions.
- FY 98/99 - Added 6 positions to Agency Accounting with no NCC effect.
- FY 99/00 - Added 1 position in the central office as additional clerical support for purchasing and HR function.
- FY 00/01 - Added 26 positions that were transferred in as part of HCA restructuring with no NCC effect. Added 1 Limited Term position for GASB 34 implementation. Eliminated 10 positions that were transferred to CEO/HR with no NCC effect. Eliminated 1 position from central office.

- Mid year adjustments - In November 2000, added 2 Limited Term positions for GASB 34 implementation, 1 HR manager, 1 Systems Analyst for ATS, 1 limited term for DA/Family Support study, deleted 2 positions in SSA Accounting Services. In February 2001, added 3 positions due to Systems reorganization. In May 2001, deleted the limited term DA/FS position, added 1 position in PF&RD Accounting for Dana Point leases.
- FY 01/02 - Added 1 position in General Ledger, 1 limited term position in Systems for the CAPS upgrade.
- FY 01/02 Mid year adjustments - 1 position in CSA Accounting for the Area Agency on Aging, 2 positions in PF&RD Accounting for Dana Point leases, 1 position to HCA Accounting for Medi-Cal Administrative Activity/Targeted Case Management, and 1 position to SSA Accounting for a collection officer. Base budget of 403 positions.
- FY 02/03 - Added 1 Sr. Systems Programmer/Analyst to a three year limited term in the Information Technology division.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Although the Auditor-Controller does not have responsibility for a specific priority item, the department budget request reflects support of the overall priorities as follows:

We initiated and are implementing several technology projects designed to enhance overall efficiency and enable data gathering and processing to be more efficient throughout the County.

Our budget supports implementation of GASB 34 that requires the most significant change in governmental financial reporting in recent memory. These changes will impact the way the County financial position is presented and as such, we consider them to be a high priority deserving the attention of the CEO and CFO as well as the Auditor-Controller.

Changes Included in the Base Budget:

The budget request reflects the Auditor-Controller's desire to increase the usefulness and accessibility of financial information systems. As presented in the Business Plan, accomplishing these goals requires an initial investment in technology and the resulting addition of related positions. However, the payoff will be realized in providing faster streamlined, convenient and user-friendly data to clients, which will ultimately result in greater efficiency in all County departments and agencies.

For fiscal year 2002-2003, the budget request includes additional appropriations of \$135,400 for the estimated increased cost of the All Funds Audit contract, which is scheduled to go out to bid. The current contract will expire at the close of the fiscal year 2001-2002 All Funds Audit.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
1 Sr. Systems Programmer/Analyst Amount: \$ 66,874	Request position to support various countywide information technology development and upgrades.	Understand various systems environments and requirements of SEI-CMM within one month of hire.	003-002

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	398	403	404	1	0.25
Total Revenues	4,992,137	4,850,332	5,311,532	5,333,282	21,749	0.41
Total Requirements	10,605,402	11,469,728	12,067,749	13,596,848	1,529,098	12.67
Net County Cost	5,613,265	6,619,396	6,756,216	8,263,566	1,507,349	22.31

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Auditor-Controller in the Appendix on page 576.

Highlights of Key Trends:

- The Auditor-Controller workload increases proportionately with the addition and expansion of County programs (such as Measure H, the El Toro Reuse Authority, and the Dana Point Harbor Agreement) and with the general growth in the County budget and number of positions. Workload also increases as a result of requests from client departments for new and enhanced services and for interfaces with our automated systems.
- Key technological enhancements that serve to reduce overall workload for County administrators, (such as the newly developed on-line payroll timekeeping program and the Electronic Reporting Management and Imaging system) have created significant new workload for the department.
- Workload continues to increase as the number of County programs expands to support the County's growing population. Since the bankruptcy, the number of County positions has grown beyond pre-bankruptcy levels when adjusted for Court positions. (Even though the Courts are no longer a County agency, the Auditor-Controller continues to perform all the related accounting and payroll services for them on a fee basis.) Although increases in operating efficiency and technology have assisted in closing the gap between resources and workload, the gap is widening due to expanding workload. Transactions processed have increased in key areas from 10 to 20 percent over the past three years.

- Implementation of the new financial reporting model (GASB 34) continues to place pressure on resources. Although some of the additional workload is resulting from transition issues, a sustained increase in workload will result from the new reporting model.
- Significant systems development work will continue for the basic financial systems that manage the County. The Assessment Tax System is in the process of being totally rewritten. The County Accounting and Personnel Systems are also being redeveloped. These developments will place additional strain on an already taxed Information Technology Division.

Budget Units Under Agency Control

No.	Agency Name	Central Operations	Agency Accounting	Caps Administration	Executive Management	Information Technology	Administration	Total
003	Auditor-Controller	6,027,881	3,024,384	0	528,546	2,721,844	1,294,193	13,596,848
14A	Option B Pool Participants Registered Warrants	1,020,948	0	0	0	0	0	1,020,948
14C	Class B-27 Registered Warrants	202,154	0	0	0	0	0	202,154
15Q	Pension Obligation Bond Amortization	55,000,000	0	0	0	0	0	55,000,000
15W	1996 Recovery Cop Series A	3,505,203	0	0	0	0	0	3,505,203
15Y	Schedule 1 County-Admin Accounts	0	0	0	0	0	0	0
15Z	Plan Of Adjustment Available Cash	4,774,213	0	0	0	0	0	4,774,213
	Total	70,530,399	3,024,384	0	528,546	2,721,844	1,294,193	78,099,366

006 - BOARD OF SUPERVISORS - 1ST DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions, and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The First Supervisorial District represents the citizens of Santa Ana, Westminster, a portion of Garden Grove, and the unincorporated area of Midway City.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	594,439
Total Final FY 2002-2003 Budget:	678,983
Percent of County General Fund:	0.03%
Total Employees:	7.00

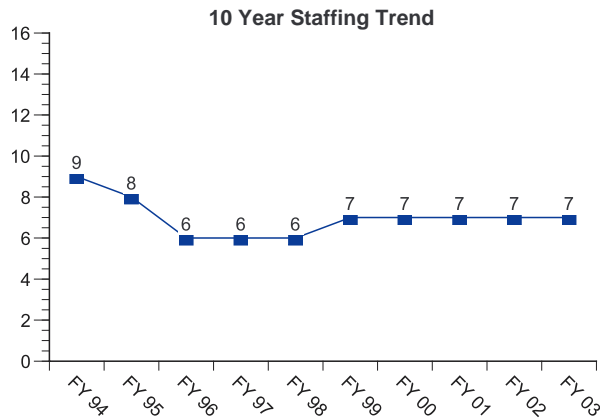
Strategic Goals:

- Provide an accessible, responsive and timely avenue to government for the 600,000 First District residents and business persons, in order to insure that they have the means to effect an efficient and economic quality of life and to pursue their individual goals.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Established Family Resource Centers in Midway City, Garden Grove, and the City of Westminster
- Promoted the Establishment of a Countywide Town Hall Meeting and Needs Assessment for the Asian and Pacific Islander Aging Community
- Established Quarterly First District Meetings/Briefings for City Mayors and City Managers
- Facilitated Affordable Housing Projects with Midway City and the City of Westminster
- Supported Dialogue with Apartment Owners Association to Increase Section 8 Housing Sites
- Initiated Concept of Equitable Park Bond Funds Distribution

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for First District, one is occupied by the Supervisor, and one is vacant and unbudgeted.

Budget Summary

Changes Included in the Base Budget:

No significant changes included in the base budget.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	7	7	7	0	0.00
Total Revenues	87	0	1,883	0	(1,883)	-100.00
Total Requirements	549,745	613,696	594,522	678,983	84,460	14.21
Net County Cost	549,658	613,696	592,639	678,983	86,343	14.57

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 1st District in the Appendix on page 579.

Budget Units Under Agency Control

No.	Agency Name	Board Of Supervisors 1st District	Total
006	Board Of Supervisors -1st District	678,983	678,983
	Total	678,983	678,983

007 - BOARD OF SUPERVISORS - 2ND DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget alloca-

tions, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Second Supervisorial District represents the citizens of Costa Mesa, Cypress, Huntington Beach, La Palma, Los Alamitos, Newport Beach, Seal Beach, Stanton, a portion of Garden Grove, and the unincorporated areas of Rossmoor, Santa Ana Heights, and Sunset Beach.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	561,427
Total Final FY 2002-2003 Budget:	673,087
Percent of County General Fund:	0.03%
Total Employees:	7.00

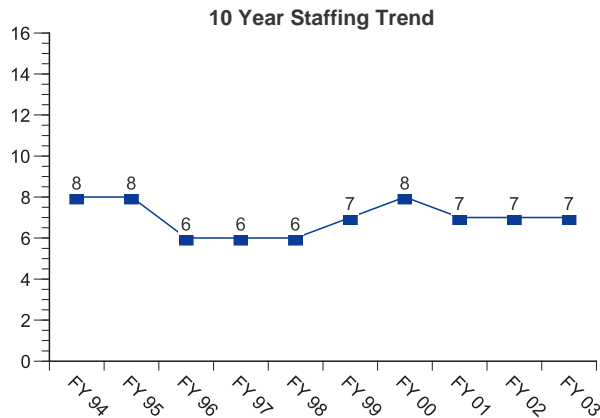
Strategic Goals:

- To effectively and efficiently represent the people of the Second District in promoting economic prosperity, preserving public safety, and maintaining the quality of life.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Early Bankruptcy Debt Repayment
- 100-Year Flood Protection
- Urban Runoff Containment & Water Quality Preservation
- Regional Park Implementation
- Tobacco Settlement Resolution & Strategic Plan Implementation
- Report on the Condition of Older Adults in Orange County
- Strategic Plan for Senior Services
- Enhanced Veterans Services
- Jail Expansion Planning
- MCAS/El Toro Base Conversion Planning

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

No significant changes included in the base budget.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	7	7	7	0	0.00
Total Revenues	83	0	0	0	0	0.00
Total Requirements	516,937	582,291	560,964	673,087	112,122	19.99
Net County Cost	516,854	582,291	560,964	673,087	112,122	19.99

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 2nd District in the Appendix on page 580.

Budget Units Under Agency Control

No.	Agency Name	Board Of Supervisors 2nd District	Total
007	Board Of Supervisors -2nd District	673,087	673,087
	Total	673,087	673,087

008 - BOARD OF SUPERVISORS - 3RD DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects

and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Third Supervisorial District represents citizens of Brea, Irvine, Orange, Tustin, Villa Park, Yorba Linda, a portion of Anaheim, and the unincorporated areas of Cowan Heights, El Modena, Lemon Heights, MCAS El Toro, Olinda, Olive, Orange Hills, Orange Park Acres, Tustin Foothills, Modjeska Canyon, Santiago Canyon, Silverado Canyon and Trabuco Canyon.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	562,014
Total Final FY 2002-2003 Budget:	673,344
Percent of County General Fund:	0.03%
Total Employees:	7.00

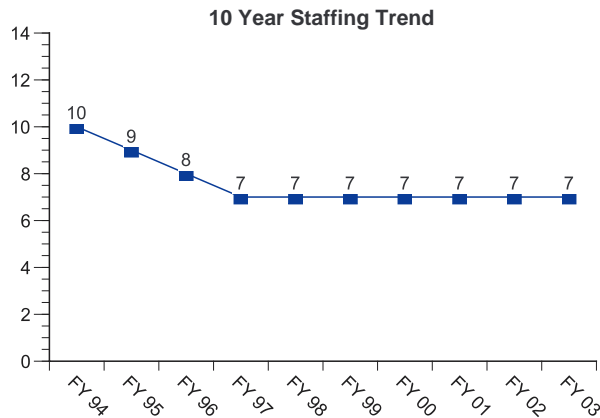
Strategic Goals:

- Strive daily to represent the interests of the men, women and children of Orange County.
- Continue to make Orange County the best place to live, work and play.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Implemented Reforms to the Registrar's Office
- Tightened the Treasurer-Tax Collector Investment Policy Practices
- Helped Pass Measure W
- Authored Measure V -- Changing the way unscheduled vacancies are filled on the Board of Supervisors
- Implemented the First of the Tobacco Settlement Programs
- Began Negotiations to Purchase the 91 Freeway Toll Lanes
- Served as Vice Chairman of OCTA

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Third District, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

No significant changes included in the base budget.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	7	7	7	0	0.00
Total Requirements	535,566	590,100	558,920	673,344	114,423	20.47
Net County Cost	535,566	590,100	558,920	673,344	114,423	20.47

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 3rd District in the Appendix on page 581.

Budget Units Under Agency Control

No.	Agency Name	Board Of Supervisors 3rd District	Total
008	Board Of Supervisors -3rd District	673,344	673,344
	Total	673,344	673,344

009 - BOARD OF SUPERVISORS - 4TH DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fourth Supervisorial District represents the citizens of Anaheim, Buena Park, Fullerton, La Habra, Placentia, and the unincorporated area of West Anaheim.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	596,486
Total Final FY 2002-2003 Budget:	679,079
Percent of County General Fund:	0.03%
Total Employees:	7.00

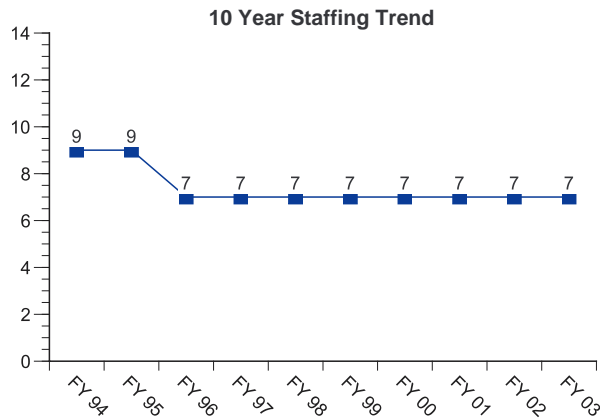
Strategic Goals:

- To be a responsive advocate for the people of the Fourth District by engaging community interaction, striving to improve the quality of life; in part through revitalization of blighted neighborhoods, and by promoting Orange County as a "Family and Business Friendly County."

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- MCAS/El Toro Base Conversion Proceedings
- Foster Care Task Force
- Neighborhood Revitalization
- Community-Based Policing
- Community Code Enforcement
- Gang Prevention-Youth Development Programs
- Street Sweeping
- Homeowner Assistance Program
- Landscaping Upgrades of Main Boulevards/Corridors
- Drug and Substance Abuse Rehabilitation Programs
- Hosted Chair's Annual Conference on Aging

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Fourth District, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

\$25,000 for the Annual Senior Summit was removed from the base budget and will be budgeted in the Community Services Agency budget for FY 02-03.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	7	7	7	0	0.00
Total Requirements	519,548	610,884	599,602	679,079	79,476	13.25
Net County Cost	519,548	610,884	599,602	679,079	79,476	13.25

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 4th District in the Appendix on page 582.

Budget Units Under Agency Control

No.	Agency Name	Board Of Supervisors 4th District	Total
009	Board Of Supervisors -4th District	679,079	679,079
	Total	679,079	679,079

010 - BOARD OF SUPERVISORS - 5TH DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget alloca-

tions, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fifth Supervisorial District represents the citizens of Aliso Viejo, Dana Point, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano, and the unincorporated areas of Coto de Caza, Las Flores, Newport Coast and Ladera.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	592,464
Total Final FY 2002-2003 Budget:	670,794
Percent of County General Fund:	0.03%
Total Employees:	8.00

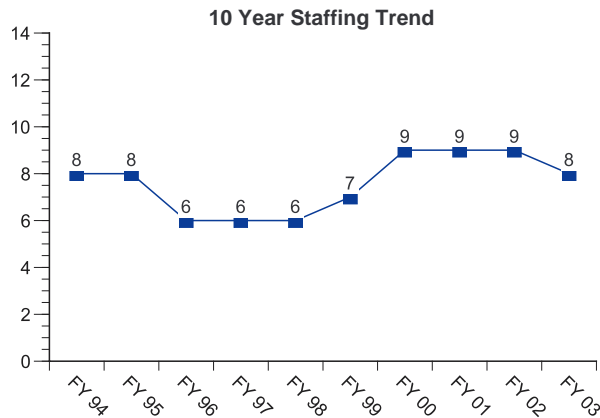
Strategic Goals:

- To represent the people of the Fifth District by enhancing and protecting the quality of life, promoting economic prosperity and being an effective advocate for Fifth District issues.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Championed housing-use at El Toro
- Lead planning effort for short-term "face-lift" of Dana Point Harbor
- Spearheaded the implementation of the Dana Point Harbor Concept Plan
- Initiated South Orange County Outreach and Education (SCORE) Process for early input into Rancho Mission Viejo land use planning
- Pressed for short-term projects to improve beach water quality in conjunction with Governor's Clean Beaches Initiative
- Personally resolved siting issues for the Laguna Niguel/Mission Viejo Train Station
- Continued the Fifth District Community Outreach Program by hosting a Domestic Violence Conference, Trail Summit, Water Quality Education Symposium, NPDES Clearinghouse, Senior Summit, and Housing Forum

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- One position is no longer required and will be deleted from the FY 02-03 budget, resulting in a reduction from 9 to 8 positions. Of the eight positions budgeted for Fifth District, one is occupied by the Supervisor and two are part-time positions.

Budget Summary

Changes Included in the Base Budget:

One position was deleted from the FY 2002-03 budget.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	9	9	8	(1)	-11.11
Total Requirements	553,025	594,727	592,197	670,794	78,596	13.27
Net County Cost	553,025	594,727	592,197	670,794	78,596	13.27

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 5th District in the Appendix on page 583.

Budget Units Under Agency Control

No.	Agency Name	Board Of Supervisors 5th District	Total
010	Board Of Supervisors - 5th District	670,794	670,794
	Total	670,794	670,794

011 - CLERK OF THE BOARD

Operational Summary

Mission:

The Mission of the Clerk of the Board of Supervisors is to provide the County and its citizens easy access to information and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.

Strategic Goals:

- Facilitate the decision and policy making of Orange County government.
- Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process.
- Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PERCENT OF ACCURATE AGENDA TITLES. What: Measurement of COB's accuracy and training. Why: Assesses COB's quality & accuracy in preparing the agenda and identifies areas requiring training.	99.3% of published agenda titles were accurate with no errors.	99.25% of agenda titles are published with no errors.	COB has consistently maintained a high level of accuracy, with improvements to the rate each year.
PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEALS APPLICATIONS. What: Indicator of taxpayers' and agents' understanding of applications and process. Why: Measures success of the COB's training and outreach efforts to the public and tax agents.	87.4% of appeal applications were completed accurately and timely filed.	85% of applications accurately completed and timely filed.	Percentage is up from 73% just a few years ago.
PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN 2 YEAR DEADLINE. What: Indicator of success managing caseload to ensure required actions are taken before legal deadline. Why: Assesses whether policies and procedures result in processing appeals within the statutory deadline.	96% of 2000 appeals have been resolved or waivers received. Cases in litigation included in unresolved. COB anticipates similar results for appeals filed in 2001.	100% of appeals resolved or waivers filed, excluding cases in litigation.	Once the backlog of cases was processed, the COB has been successful in resolving or receiving waivers to meet the statutory deadlines.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	2,379,998
Total Final FY 2002-2003 Budget:	2,295,634
Percent of County General Fund:	0.10%
Total Employees:	32.00

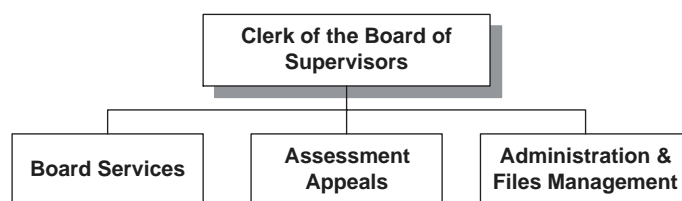
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PERCENT OF ASSESSMENT APPEALS HEARINGS HELD WITHIN ONE YEAR OF FILING. What: Indicator of efficiency in processing and scheduling appeals. Why: Measures COB's success in achieving its customer service goal.	99.5% of 2000 and 100% of 2001 filings held initial hearings within one year, excluding those with applicant waivers filed.	100% of hearings scheduled within one year, excluding filings with applicant waivers.	With filings remaining at a manageable level for several years, COB has been successful in providing this level of client service.
RESULTS OF CUSTOMER SATISFACTION SURVEYS. What: Measurement of success in meeting clients' needs. Why: Assesses COB's success in meeting the needs of its customers in a professional and courteous manner.	COB has received favorable ratings from 95%-100% of respondents.	100% rating of services as good or better.	COB has continually received favorable ratings from its clients.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Successfully completed pilot project for Comprehensive Agenda Management Solution and began Countywide training and implementation.
- Continued Assessment Appeals public outreach program through community workshops, updated brochures and instructions and participation in Small Business Tax Workshop.
- Continued participation with Property Tax Administration departments in implementation of long-term vision utilizing e-commerce.
- Enhanced website to provide additional online forms and information to the public.
- Conducted Conflict of Interest workshop for County and non-County agencies.

Organizational Summary



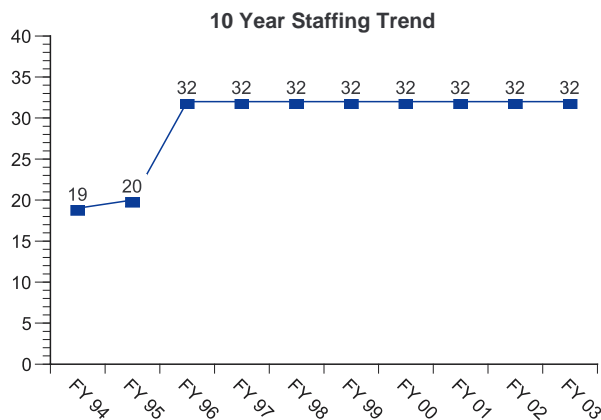
COB - EXECUTIVE - Provides leadership and vision, management oversight and direction to all COB functions; performs administrative functions including budget preparation and monitoring, strategic financial projections, human resources, legislative analysis, prepares business plan and monitors progress in meeting goals and performance indicators.

BOARD SERVICES - Prepares and publishes agendas for Board of Supervisors and other authorities in accordance with legal requirements for public meetings; records and publishes actions taken by the Board; maintains official rosters of Boards, Commissions and Committees; processes legal publications, postings and notices; receives and administers bid openings for County projects; administers oaths of office for various elected and appointed officials and employees; serves as filing officer for Statement of Economic Interest forms; receives and processes claims, summons and complaints against the County.

ASSESSMENT APPEALS - Receives and processes assessment appeal applications; schedules hearings in accordance with legal requirements; prepares minutes and processes actions of the Appeals Boards and Hearing Officers; provides assistance and education on the assessment appeals process to the general public and professional groups through workshops, brochures and the Internet.

ADMINISTRATION/FILES MGT - Provides files management for all records that the Clerk of the Board is required to maintain; assists County staff and the public with research and retrieval of information; provides technical knowledge and coordination in development and implementation of automation projects; provides end-user system support services; performs purchasing and petty cash functions for COB and the Board of Supervisors Offices.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Increase to staffing in FY 95-96 due to transfer of assessment appeals intake function from the Assessor. COB has been able to maintain level staffing since that time, largely due to automation of previously labor-intensive activities.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Requested FY 02-03 budget is consistent with and represents the resources anticipated to accomplish 2002 Business Plan goals.

Through use of automation COB has been able to reduce ongoing operational costs and maintain level staffing. We will continue to pursue automation where efficient and cost-effective.

Changes Included in the Base Budget:

Services & Supplies request has been reduced for one-time items included in 01-02 budget: \$100,000 for implementation of Comprehensive Agenda Management System and \$325,000 for Planning Commission Room remodel funds that were transferred to the Capital Projects 036 budget as a mid-year adjustment.

Increase in salaries and employee benefits budget is primarily due to negotiated salaries and higher benefit rates, as well as lower vacancies due to recent successful recruitments and few turnovers during this year.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	32	32	32	0	0.00
Total Revenues	750,284	44,400	64,974	45,613	(19,361)	-29.80
Total Requirements	2,019,131	2,425,121	2,423,866	2,295,634	(128,232)	-5.29
Net County Cost	1,268,847	2,380,721	2,358,892	2,250,021	(108,871)	-4.62

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk of the Board in the Appendix on page 584.

Highlights of Key Trends:

- COB will continue to pursue automation for cost-savings, efficiencies, and to enhance access to information and services.
- Assessment Appeal filings have remained at a manageable level for several years, but can be impacted in the future by economic, legislative and legal factors.

Budget Units Under Agency Control

No.	Agency Name	Cob - Executive	Board Services	Assessment Appeals	Administration/Files Mgmt	Total
011	Clerk Of The Board	316,291	467,782	916,105	595,456	2,295,634
	Total	316,291	467,782	916,105	595,456	2,295,634

017 - COUNTY EXECUTIVE OFFICE

Operational Summary

Mission:

The mission of the County Executive Office (CEO) is to support and implement Board policy and direction through corporate direction and leadership, communication and coordination of strategic and regional planning and to ensure effective service delivery through efficient management of the County's workforce and resources.

Strategic Goals:

- Goal 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors.
- Goal 2: Improve County government's effectiveness in addressing community issues and needs.
- Goal 3: Ensure the financial strength and integrity of the County of Orange.
- Goal 4: Preserve and advance the interests of the Orange County community by working with other levels of government and by ensuring regional issues and needs are addressed.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
BOARD RATING OF CEO SUPPORT What: Board Members rate quality of support provided by CEO Why: To provide CEO with feedback on quality of support provided to the Board	Development of survey instrument	Overall satisfaction of the Board	New measure
AGENCY/DEPARTMENT RATING VALUE OF CEO'S STRATEGIC, FINANCIAL, TECHNOLOGY AND HUMAN RESOURCES SUPPORT What: Feedback on agency/department assessment of CEO's strategic, financial, technology and HR support Why: To measure the effectiveness of leadership and services provided by the CEO to agencies/ departments	Develop survey instrument	Overall satisfaction with CEO/Strategic Affairs, Finance, Information and Technology and Human Resources value to agency/department ability to address community issues and needs	New measure
COUNTY OF ORANGE CREDIT RATINGS What: Ratings by major bond rating companies (Moody's, S&P, Fitch) Why: Credit ratings are indicative of financial credit worthiness	For FY 01-02, Moody's maintained the County's rating of Aa2. Fitch's rating was Aa- and S & P's rating moved from A to A+	To be determined	Moody's upgrade to Aa2 was the highest County credit rating ever

Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
COUNTY PROPOSED BUDGET CONSISTENCY, MEASURED IN DOLLARS AND PROJECTS, TO STRATEGIC FINANCIAL PLAN What: Indicates extent to which departments consider SFP in developing programs/budget Why: The annual budget implements the first year of the SFP requiring the two to be consistent	The FY 01-02 Strategic Financial Plan (SFP) was \$455 million for 15 projects. The budget was approx. \$455 million for 15 projects. A 16th project is planned but the scope of work needs clarification for funding identification	The Strategic Financial Plan (SFP) for FY 02-03 is \$524 million and 15 projects	The budget was approximately \$455 million with 15 strategic priorities. The 01-02 Budget was within \$400,000 of the plan amount, and all 15 of the planned projects were funded
LOCAL GOVERNMENT RATINGS OF REGIONAL SERVICES AND COORDINATION PROVIDED BY THE COUNTY What: Feedback on percent of local government officials who positively rate Orange County CEO leadership Why: Provides CEO with an indicator of the quality of leadership the office is providing to the community	Develop survey instrument	Overall ratings of County leadership by local government officials	New measure
LEGISLATIVE AGENDA SATISFACTION What: Agencies/departments satisfaction with the CEO's legislative agenda and results Why: Provides CEO a measure of success in defining legislative agenda and achieving favorable results	Develop evaluation document	Overall satisfaction of agencies/departments with CEO's efforts to define and achieve acceptable outcomes for Orange County with the legislative agenda	Continue to build collaborative relationships with Board, public/private sector colleagues, in order to enhance knowledge base and County influence in legislative process

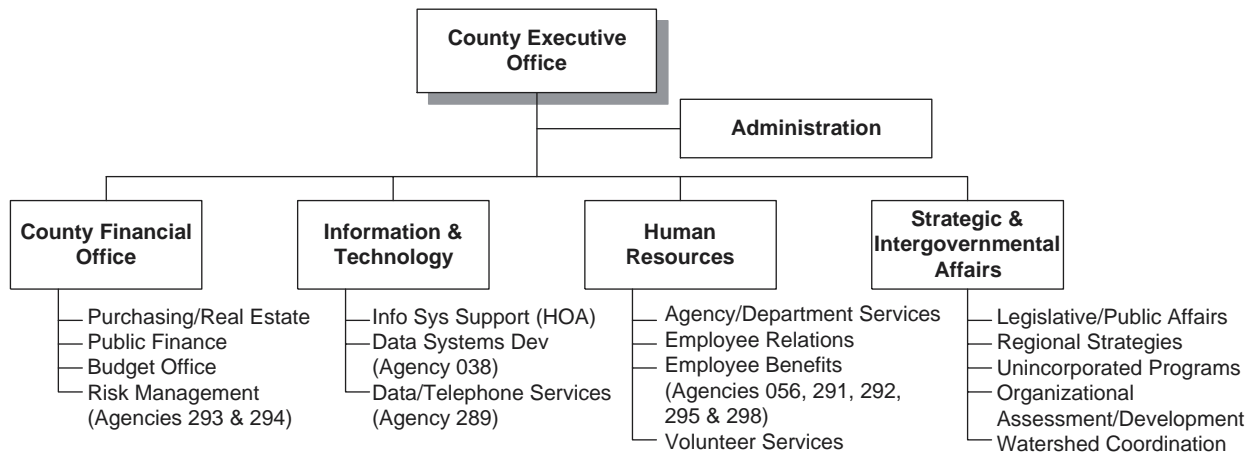
Fiscal Year FY 2001-2002 Key Project Accomplishments:

- **Goal 1:**
Support the Board in developing and implementing long-term priorities for the County of Orange
- During 2001, the CEO realized a number of accomplishments in this area. In April, Moody's Investor Service upgraded the County to its highest rating ever, from Aa3 to Aa2. In October, the Board adopted the 2002 Strategic Financial Plan that appropriately recognized a very uncertain short-term economic outlook with no additional funds available for any new strategic priorities. In response, the CEO identified, with Board concurrence, four critical unfunded strategic priorities (emergency communications system, jail fire safety, clean watersheds and beaches, Proposition 36 drug treatment programs) that were accommodated using non-General funds and by delaying certain other capital and operating costs. In addition, the Board continued to support its long-term vision for its previously funded and non-General Fund priorities such as affordable housing, reduced County debt, voting system replacement, senior care, child welfare services, jail expansion, and several other significant projects.
- **Goal 2:**
Continue to develop, implement and communicate the County's Corporate Management System
- Both the Strategic Financial Plan and the agency/departments Business Plan components of our Corporate Management System have become integral parts of County efforts to identify both current and future priorities, as well as developing strategies for accomplishing those priorities. The Results Orientated Government or performance measurement component has received increased attention in this years business planning process, and will continue to be a major project during 2002 as the CEO works with agency/departments in refining the outcome measures used to gauge performance. In regard to the County's Pay for Performance plans, the Performance Incentive Plan (PIP) has now been successfully implemented and is an integral part of the compensation package for non-management employees. The Management Pay for Performance (MPP) plan has concluded its second year and is being reviewed to ensure the strategic link between management performance and organizational effectiveness. Lastly, the Communications component was advanced by a variety of successful media campaigns and a new web site.

- Goal 3:
Support the Board in developing and actively pursuing the County's legislative platform
- The CEO developed and the Board approved the Orange County legislative platform for 2002. In addition, staff worked toward influencing legislation in a number of areas during 2001, including securing additional funding for the Santa Ana River Mainstem project, the Surfside-Sunset-Newport Beach Replenishment project, and several Army Corps of Engineer general investigation projects. In addition, the County's Continuum of Care program for the homeless was awarded an \$8.7 million Federal grant, and the Criminal Alien Assistance program remained intact.
- Goal 4:
Integrate and coordinate regional County planning efforts to ensure delivery of quality services
- CEO staff provides for the coordination of a number of significant regional projects and services. During 2001, the CEO had considerable impact on a number of major issues, a sampling of which includes:
 - Coordination of the assessment and implementation of changes to the County Registration & Elections system
 - Creation of CEO Watershed and Child Care Coordination functions
 - Continuation of County external restructuring efforts aimed at community revitalization and annexation/incorporation of County islands
 - Development of partnerships that expanded and enhanced Orange County's Continuum of Care system for the homeless, gaining \$15 million in Federal, State, and local funding
 - Development of several new affordable housing projects
 - Creation of a new International Business Development function promoting trade and business opportunities with foreign governments and businesses
 - Redistricting of political boundaries based on the 2000 Census
 - Board approval of the State required Transition Plan and Ordinance establishing a new Child Support Services Department effective July 2002
 - Reconstitution of the Orange County Criminal Justice Coordinating Council to address the impacts of Proposition 36 drug treatment programs and other criminal justice matters
 - Revision of the County Web site home page
- Goal 5:
Provide leadership and services in the development of the County's human resource, technology, financial, and administrative infrastructure
- The CEO made significant progress toward the accomplishment of this goal in 2001. These efforts were recently recognized in a national study of county governments performed by Syracuse University for Governing Magazine. The results ranked the County of Orange among the top 13 of the nation's best managed counties; and received the second highest rating in California. Specific accomplishments this past year include the assessment and acquisition of additional resources for the Area Agency on Aging, successful negotiation of all labor contracts, employee benefit package enhancements, transitioning to a new ten-year contract for county-wide information technology services, and improvement of the County Business Plan process.
- Goal 6:
Continue to integrate and strengthen management and internal services within the CEO
- In 2001, the CEO had a number of accomplishments in this area:
 - Conduct of a Control Self Assessment with the assistance of the County Internal Auditor to identify and address office strengths and weaknesses

- Coordination and implementation of Hall of Administration building security modifications
- Creation of an Assistant to the CEO position responsible for tracking critical county-wide projects and strengthening the office's internal administrative structure and services

Organizational Summary



COUNTY EXECUTIVE OFFICE - The County Executive Office (CEO) is the executive branch of Orange County government. The CEO is responsible for providing leadership, vision, and a knowledge of emerging trends and issues for the purpose of supporting and implementing Board policy, and to ensure that the County of Orange is operated in an efficient, accountable, and responsive manner. The County Executive Officer provides direction to all County agency/department heads directly assigned to him, and provides administrative oversight to those department heads that report directly to the Board.

COUNTY FINANCIAL OFFICE - Provides leadership and manages the overall financial operations of the County. Major responsibilities include long range strategic financial planning, public finance, risk management, budget, corporate business planning, corporate purchasing and real estate support.

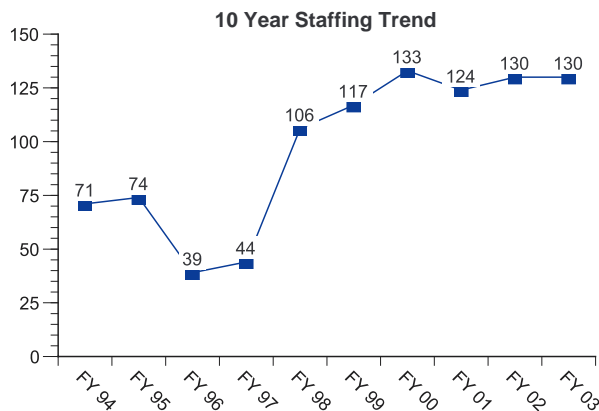
INFORMATION & TECHNOLOGY - Provides leadership in the planning and implementation of corporate information technology investments to achieve County goals and objectives. Major responsibilities include data center operations, wide and local area network operation and support, applications development and programming, and telephone services.

HUMAN RESOURCES - Provides leadership in change management, and in developing organizational design, best practices and people strategies that allow the County to attract, select, and retain business-required talent. Major responsibilities include labor contract negotiation and interpretation, development of human resource policy and program initiatives designed to encompass public/private best practice strategies, policy compliance auditing, benefits administration, and employee development and training programs.

STRATEGIC & INTERGOV AFFAIRS - Provides leadership in the planning and establishment of effective governance structures and relationships for the accomplishment of county corporate, as well as regional goals and objectives. Major responsibilities include coordination of all Federal and State legislative advocacy efforts, conducting organizational assessments, providing oversight and coordination of

a number of critical regional issues (e.g., watershed, child care, homelessness, annexation/ incorporations), and administering the Orange County Development Authority, the Comprehensive Economic Development Strategy, and the Office of Protocol and tourism activities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- FY 97/98 - As a result of County restructuring, the Office of Human Resources (HR), Purchasing, Real Estate, and the Records Management Program (Record Center), and an accompanying 62 positions, merged into the County Executive Office. Prior to FY 97/98, the Office of HR was an independent operating agency, and Purchasing, Real Estate, and the County Records Center were divisions within General Services Agency, which was disbanded during the restructuring process.
- FY 98/99 - Positions were increased to support strategic priorities and other activities, such as Real Estate, Homeless Issues Coordination, and El Toro Master Development Program. This included position transfers from other operating agencies, i.e., PF&RD and HCD, to the CEO, as well as some limited-term positions.
- FY 99/00 - Positions were increased to support strategic priorities. This included a position transfer from SSA, ongoing program support conversions from extra help to regular, and limited-term positions to support the El Toro Master Development Program.
- FY 00/01 - Positions decreased as limited-term positions related to El Toro MCAS were deleted.
- FY 01/02 - One position was added to Human Resources for clerical support of the Volunteer Program and virtual employment center. Two long term extra help positions were converted to regular positions; one for

Strategic Affairs to support Media Relations and one to support CEO Administration. Four positions were transferred in from Data Systems to support the Hall of Administration. In the Final Budget one additional position was added in Purchasing to jointly support both Children and Families Commission and the LRA. Mid year, in 00-01, four positions were transferred from CEO to the Local Redevelopment Authority and two positions were added for the Watershed Program and child care coordination.

- FY 02/03 - One position was transferred to Housing and Community Development for coordination of homeless issues. One position was transferred in from Information and Technology ISF to provide purchasing support.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The County Executive Office will lead the Board's strategic planning process, update the Strategic Financial Plan and continue development and implementation of the County's Corporate Management System, integrate and coordinate regional planning efforts, provide leadership in the development of the County's human resources, technology, financial and administrative functions, and support the Board in developing and pursuing the Orange County Legislative Platform.

Changes Included in the Base Budget:

Revenue for FY 02-03 includes \$75,000 in new revenue proposed from the Children & Families Commission for the Community Indicators Program and Childcare Coordinator and an increase of \$30,000 for charges to Orange County Development Authority for services.

Expenses reflect an overall increase primarily due to an increase in salaries and benefits appropriations. This is due to a reduction in vacancies and the vacancy rate applied to appropriations for approved positions from 13.16% in FY 01-02 to 5.38% for FY 02-03, affecting salaries, retirement and insurance costs. CEO includes \$100,000 in funding for Business Plan performance surveys in the three areas of local government, internal County agencies and external

customers' satisfaction. CIO Information and Technology includes \$300,000 for funding of the Board approved tuition reimbursement program for all County wide IT positions. Human Resources includes funding an additional \$75,000 for annualizing the costs of the Board approved Employee Recognition program. Strategic & Intergovernmental Affairs includes funding of \$75,000 for watershed membership in Southern California Coastal Water Research Project and \$90,000 to supplement the Fats, Oils & Grease studies.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	130	131	130	(1)	-0.76
Total Revenues	3,466,782	2,527,811	2,665,786	2,704,466	38,679	1.45
Total Requirements	14,406,151	20,590,675	17,604,117	23,910,338	6,306,220	35.82
Net County Cost	10,939,369	18,062,864	14,938,330	21,205,872	6,267,541	41.96

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Executive Office in the Appendix on page 586.

Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Human Resources	Strategic & Intergov Affairs	Total
004	Miscellaneous	0	151,897,704	0	0	0	151,897,704
016	Recovery Cop Lease Financing	0	66,207,114	0	0	0	66,207,114
017	County Executive Office	3,458,963	6,303,808	1,740,669	5,480,761	6,926,137	23,910,338
019	Capital Acquisition Financing	0	8,993,109	0	0	0	8,993,109
023	Office Of Protocol & International Business Development	0	0	0	0	464,612	464,612
036	Capital Projects	0	52,414,765	0	0	0	52,414,765
038	Data Systems Development Projects	0	0	18,409,626	0	0	18,409,626
056	Employee Benefits	0	0	0	6,941,016	0	6,941,016
081	Trial Courts	0	68,880,589	0	0	0	68,880,589
099	Provision For Contingencies	0	5,000,000	0	0	0	5,000,000
104	Criminal Justice Facilities - ACO	0	9,759,863	0	0	0	9,759,863
105	Courthouse Temporary Construction	0	4,551,626	0	0	0	4,551,626
135	Real Estate Development Program	0	173,954	0	0	0	173,954
13A	Litigation Reserve Escrow	0	183,796	0	0	0	183,796
13J	Children'S Waiting Room Fund	0	398,297	0	0	0	398,297

Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Human Resources	Strategic & Intergov Affairs	Total
13L	Telecommunications 2001 Equipment Fund	0	0	2,367,000	0	0	2,367,000
13N	OC Tobacco Settlement Fund	0	50,450,398	0	0	0	50,450,398
14B	County Public Safety Sales Tax Excess Revenue	0	36,688,076	0	0	0	36,688,076
14F	Deferred Compensation Reimbursement (Ceo)	0	0	0	7,765,791	0	7,765,791
14L	Local Law Enforcement Block Grant	0	350,598	0	0	0	350,598
14U	Court Facilities Fund	0	2,972,516	0	0	0	2,972,516
14V	Debt Prepayment Fund	0	94,723,000	0	0	0	94,723,000
14X	Tobacco Settlement Fund	0	2,172,000	0	0	0	2,172,000
14Y	Indemnification Reserve	0	1,183,456	0	0	0	1,183,456
14Z	Litigation Reserve	0	3,259,216	0	0	0	3,259,216
15J	Pension Obligation Bonds Debt Service	0	184,725,521	0	0	0	184,725,521
15P	Refunding Recovery Bonds	0	53,122,588	0	0	0	53,122,588
15R	Debt Reduc/Future Essential Operating Requirements	0	274,547	0	0	0	274,547
15S	Designated Special Revenue	0	54,861,886	0	0	0	54,861,886
289	Information & Technology ISF	0	0	48,343,308	0	0	48,343,308
291	Unemployment ISF	0	0	0	4,740,108	0	4,740,108
292	County Indemnity Health ISF	0	0	0	60,278,157	0	60,278,157
293	Workers' Compensation ISF	0	35,827,911	0	0	0	35,827,911
294	Property & Casualty Risk ISF	0	34,466,112	0	0	0	34,466,112
295	Retiree Medical ISF	0	0	0	46,271,424	0	46,271,424
298	Self-Insured Benefits ISF	0	0	0	6,738,808	0	6,738,808
599	OC Special Financing Authority	0	150,495,426	0	0	0	150,495,426
9A0	Public Financing Program (Pgm III)	0	68,760,286	0	0	0	68,760,286
9B0	Public Financing Program (Pgm V)	0	120,088,197	0	0	0	120,088,197
9C0	Public Financing Program (Pgm VI)	0	282,885,524	0	0	0	282,885,524
	Total	3,458,963	1,552,071,883	70,860,603	138,216,065	7,390,749	1,771,998,263

023 - OFFICE OF PROTOCOL & INTERNATIONAL BUSINESS DEVELOPMENT

Operational Summary

Description:

To establish an international identity for Orange County as a dynamic commercial, scientific, and cultural community. To promote interaction between the Orange County business and social community and international leaders to further the economic and cultural development of the County. To stimulate international investment and trade by providing foreign dignitaries with assistance in organizing their visits and extending local courtesies, arranging reception, and media coverage.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	191,634
Total Final FY 2002-2003 Budget:	464,612
Percent of County General Fund:	0.02%
Total Employees:	4.00

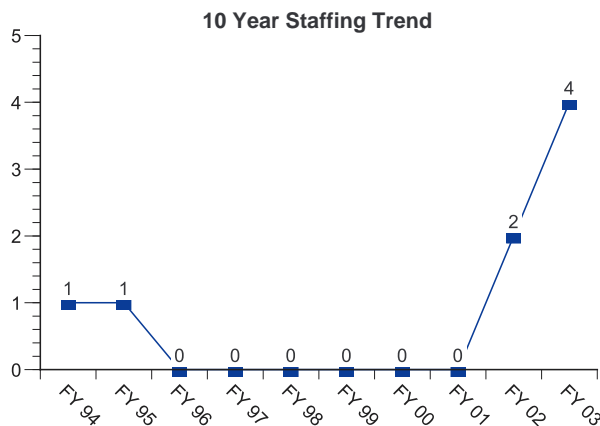
Strategic Goals:

- Serve as the official liaison with diplomatic corps, government, educational and cultural organizations, and dignitaries on international issues.
- Increase the number of foreign governments seeking to enter into trade relationships with the County of Orange.
- Increase the amount of international business transacted by Orange County companies.
- Promote regional development by increasing business opportunities, creating jobs, and expanding the Gross County Product.
- Create performance measures for International Business Development (IBD) for assessment and strategic planning.
- Create a framework for interaction between organizations.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Showcased business potential of Orange County by arranging informational and trade seminars for Consular Corps, national and international leaders and other trade organizations.
- Facilitate international trips and trade matches for local Orange County businesses with Consulates and international businesses.
- Development of new International Business Development function to pursue an expanded role in the international business arena

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The only regular County position was eliminated after the bankruptcy and the office was subsequently staffed by volunteers. In the years following, the Office of Protocol grew from one contract employee to two limited-term positions to provide adequate staffing. In December 2001, the Board approved the addition of an International Business Development function and two

additional employees to respond to the significant international business opportunities available to Orange County businesses.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Office of Protocol & International Business Development through its primary mission to expand and support international business opportunities, will help the County of Orange to expand its economic prospects for its businesses and residents.

Changes Included in the Base Budget:

None. Changes were previously approved by Board in December 2001.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	2	4	4	0	0.00
Total Requirements	162,589	206,111	195,796	464,612	268,815	137.29
Net County Cost	162,589	206,111	195,796	464,612	268,815	137.29

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Office of Protocol & International Business Development in the Appendix on page 589.

Highlights of Key Trends:

- The continued globalization of the world economy provides opportunities for Orange County to expand its international business activities. These activities diversify our regional economy and provide local governments with an expanded tax base. These opportunities are available for only short duration and will be filled by

those ready and able to respond, such as the County of Orange's recent establishment of an International Business Development function. This new IBD function will develop a regional international trade strategy, facilitate the interaction between foreign and local businesses as a neutral third party, and coordinate international trade development resources in Orange County.

135 - REAL ESTATE DEVELOPMENT PROGRAM

Operational Summary

Description:

This Fund contains appropriations for up-front costs related to real estate development projects such as advance planning, appraisals, advertising, etc. Revenue from such projects is then transferred to the General Fund. Rents from automated teller machines, cafeterias, and vendor carts are the primary sources of ongoing revenue.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	8,050
Total Final FY 2002-2003 Budget:	173,954
Percent of County General Fund:	N/A
Total Employees:	0.00

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Approximately \$136,000 will be transferred to the General Fund in FY 2001-02.

Budget Summary

Changes Included in the Base Budget:

Approximately \$153,954 will be transferred to the General Fund.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Revenues	260,090	155,581	30,568	173,954	143,385	469.06
Total Requirements	220,482	155,581	8,049	173,954	165,904	2,060.94
Balance	39,608	0	22,518	0	(22,518)	-100.00

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Real Estate Development Program in the Appendix on page 602.

Highlights of Key Trends:

- Rents are expected to remain stable over the next five years resulting in annual transfers to the General Fund in the \$150,000 range.

13K - LRA OPERATIONS

Operational Summary

Description:

Local Redevelopment Authority Operations

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	11,804,327
Total Final FY 2002-2003 Budget:	1,088,573
Percent of County General Fund:	N/A
Total Employees:	4.00

Strategic Goals:

- On April 16, 2002, the Orange County Board of Supervisors directed the LRA to negotiate with the Department of Navy to terminate the El Toro Master Lease in order to eliminate continuing Orange County financial responsibility while respecting the tenant leases currently in place.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PROTECT AND MAINTAIN ASSETS AND FACILITIES CONSISTENT WITH MASTER LEASE REQUIREMENTS. What: The LRA is charged with protecting and maintaining MCAS El Toro assets and facilities. Why: The Master Lease requires the LRA to protect and maintain MCAS El Toro assets and facilities.	The LRA is in full compliance with the Master Lease.	Per Board direction, the LRA anticipates completing negotiations with the Department of Navy to terminate the Master Lease.	Assets and facilities are currently maintained in accordance with Master Lease requirements.
INCREASE THE SPACE/FACILITIES AVAILABLE FOR SUBLEASE, OPERATING AGREEMENTS, LICENSES OR PERMITS. What: Measures how much of the base is made available for public use. Why: Leasing mitigates the financial impact to the General Fund and provides beneficial public use.	The LRA identified 43 buildings for sublease and completed preliminary building inspections on selected buildings. Special events program successfully implemented.	Per Board Direction, no additional building inspections and approval from the Navy for building subleases in FY 02/03.	The square footage of buildings under sublease is 58,640. 7,500 square feet of buildings are under licenses and permits. Request for proposals received and lease approved for stables. Special events are generating substantial revenue. Approximate \$3,000,000 savings in net county cost target.
CONTINUE TO KEEP BOARD OF SUPERVISORS FULLY INFORMED OF LRA ACTIVITIES. What: Provides support to the Board in making decisions regarding MCAS El Toro. Why: Board has had the critically important responsibility of making policy decisions about MCAS El Toro.	The LRA provided weekly Board briefings, monthly status reports, quarterly LRA reports and media inquiry reports.	Continue to keep Board of Supervisors fully informed of LRA activities.	LRA is meeting its performance target by providing weekly Board briefings, monthly status reports, quarterly LRA reports and presentations, and media inquiry reports.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Approval of Master Lease Amendments 1-4 to allow special events at the base and clear additional building for sublease or County use.

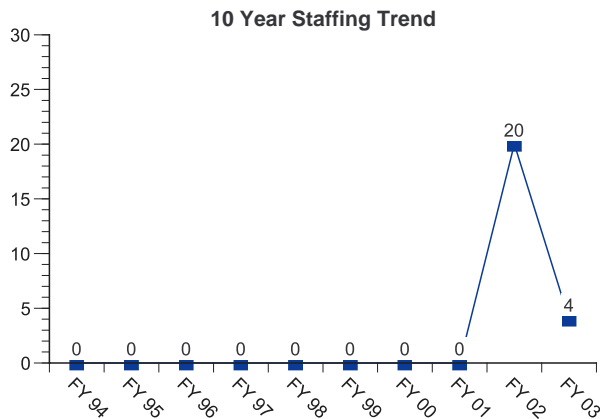
MASTER LEASE ADMINISTRATION - Per Board direction, the LRA will negotiate with the Department of Navy to

terminate the Master Lease on or before June 30, 2002.

CARETAKER ACTIVITIES - Not applicable, per Board's direction of April 16, 2002.

COMMUNITY SERVICE PROGRAM - Not applicable, per Board's direction of April 16, 2002.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- LRA anticipates significant staff reduction as a result of Board policy direction of April 16 and April 23, 2002.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The LRA staff are committed to negotiate with the Department of Navy to terminate the Master Lease in order to eliminate continuing Orange County financial responsibility.

Changes Included in the Base Budget:

Fund 13K reduced base budget to accomplish Board's direction of April 16 and April 23, 2002.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	20	20	4	(16)	-80.00
Total Revenues	8,541,986	14,194,578	11,709,144	1,088,573	(10,620,571)	-90.70
Total Requirements	7,461,415	14,194,578	11,051,176	1,088,573	(9,962,603)	-90.15
Balance	1,080,571	0	657,967	0	(657,967)	-100.00

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: LRA Operations in the Appendix on page 603.

Budget Units Under Agency Control

No.	Agency Name	Master Lease Administration	Caretaker Activities	Community Service Program	Total
13K	LRA Operations	0	0	1,088,573	1,088,573
14M	Local Redevelopment Authority	225,000	0	0	225,000
	Total	225,000	0	1,088,573	1,313,573

14M - LOCAL REDEVELOPMENT AUTHORITY

Operational Summary

Description:

Local Redevelopment Authority

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	6,550,107
Total Final FY 2002-2003 Budget:	225,000
Percent of County General Fund:	N/A
Total Employees:	0.00

Strategic Goals:

- On April 16, 2002, the Board of Supervisors directed that the LRA should not develop a Measure W (passed by voters on March 5, 2002) reuse plan and related documents for MCAS El Toro and that the Board support annexing the Base to the City of Irvine, excluding areas designated for County regional facilities.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PROGRESS MADE IN IMPLEMENTATION OF BOARD ADOPTED REUSE PLAN FOR EL TORO. What: Not applicable, per Board's direction of April 16, 2002. Why: Not applicable, per Board's direction of April 16, 2002.	Board of Supervisors certified EIR 573 and approved the Airport System Master Plan (ASMP).	LRA will implement Board adopted policy of April 16, 2002.	Board adopted EIR 573 and ASMP. The Record of Decision (ROD) was received from the Department of Navy in April 2002.
KEEP BOARD OF SUPERVISORS FULLY INFORMED OF LRA ACTIVITIES. What: Provides support to the Board in making decisions regarding MCAS El Toro. Why: Board has had the critically important responsibility of making policy decisions about MCAS El Toro.	The LRA provided weekly Board briefings, monthly status reports, quarterly LRA reports and media inquiry reports.	Continue to keep Board of Supervisors fully informed of LRA activities.	The LRA is meeting its performance target by providing weekly Board briefings, monthly status reports, quarterly LRA reports and presentations, and media inquiry reports.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- The Board adopted EIR 573 and approved the ASMP.

MASTER DEVELOPMENT PROGRAM - Implement Board policy adopted April 16, 2002. Pending litigation, to fund remaining consultant costs.

NON-AVIATION PLANNING - Refer to Fund 13K for LRA non-aviation activities.

Budget Summary

Plan for Support of the County's Strategic Priorities:

On April 16, 2002, the Board of Supervisors directed that the LRA should not develop a Measure W (passed by voters on March 5, 2002) reuse plan and related documents for MCAS El Toro.

Changes Included in the Base Budget:

Fund 14M reduced base budget to accomplish Board's direction of April 16, 2002.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Revenues	2,971,457	12,962,612	4,230,599	225,000	(4,005,599)	-94.68
Total Requirements	8,849,654	12,962,612	8,064,495	225,000	(7,839,495)	-97.21
Balance	(5,878,197)	0	(3,833,896)	0	3,833,896	-100.00

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Local Redevelopment Authority in the Appendix on page 605.

025 - COUNTY COUNSEL

Operational Summary

Mission:

To provide the highest quality legal advice and representation to the Board of Supervisors, elected and appointed County department heads, County agencies/departments and staff, Board-governed special districts, and the courts.

Strategic Goals:

- Provide highly competent legal advice to our clients on matters related to their public duties and responsibilities in the administration of the public's business, in accordance with high ethical and professional standards.
- Effectively prosecute and defend civil actions in which our clients are involved.
- Deliver all legal services to our clients as efficiently and economically as possible.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PERCENT OF AGENCIES RATING ADVISORY SUPPORT AS SATISFACTORY IN TERMS OF QUALITY & RESPONSIVENESS. What: Measurement of quality and effectiveness of services provided. Why: Client satisfaction is the primary measure of success for a service agency.	100% based on interviews with client agencies/departments.	Continue to be rated as good or better by 100% of client agencies in terms of quality and responsiveness.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory advisory legal services in terms of timeliness, quality, and responsiveness.
PERCENT OF WRITTEN OPINIONS CHALLENGED IN COURT OR ADMINISTRATIVE PROCEEDINGS. What: Measurement of the quality of legal advice. Why: Provides measure of quality and effectiveness of services provided.	Two opinions challenged, one by the County Assessor.	Maintain at 5% or less.	County Counsel is doing very well in producing quality written opinions that stand up to the scrutiny of the marketplace.
PERCENT OF CHALLENGED WRITTEN OPINIONS THAT ARE UPHELD. What: Measurement of the quality of legal advice. Why: Provides measure of quality and effectiveness of services provided.	One opinion upheld; one overturned. (99.4% upheld)	Maintain 90% or better rate of success.	County Counsel is doing very well in producing quality written opinions that stand up to the scrutiny of the marketplace.

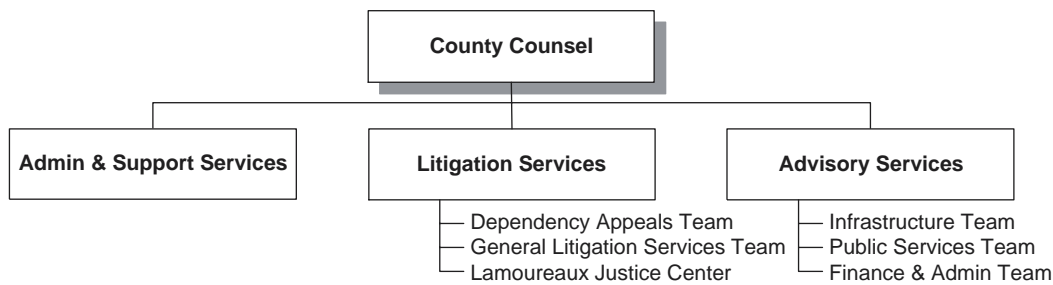
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
PERCENT OF AGENCIES RATING LITIGATION SUPPORT AS SATISFACTORY IN TERMS OF QUALITY & RESPONSIVENESS. What: Measurement of quality and effectiveness of services provided. Why: Client satisfaction is the primary measure of success for a service agency.	100% based on interviews with client agencies/ departments.	Continue to be rated as good or better by 100% of client agencies/ departments in terms of timeliness, quality, and responsiveness.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory litigation services in terms of timeliness, quality, and responsiveness.
PERCENT OF DEPENDENCY CASES UPHELD ON APPEAL. What: Measurement of the quality of services provided by County Counsel. Why: Provides measure of quality and effectiveness of services provided.	Ninety percent of dependency cases were upheld on appeal.	Maintain 90% or better rate of success.	Very well.
PERCENT OF MENTAL HEALTH CASES WON OR RESOLVED WITH APPROVAL OF CLIENT. (NEW IN 2002) What: Measurement of the quality of services provided by County Counsel. Why: Measure of the quality of services provided by County Counsel.	Estimated to be 95-98%; data not formally collected until 2002.	Maintain 95% or better rate of success.	Very well.
PERCENT OF GENERAL LITIGATION CASES WON OR RESOLVED WITH APPROVAL OF CLIENT. (NEW IN 2002) What: Measurement of the quality of services provided by County Counsel. Why: Provides measure of quality and effectiveness of services provided.	Estimated to be 90-95%; data not formally collected until 2002.	Maintain 90% or better rate of success.	Very well.
PERCENT OF CLIENT REQUESTS FOR LEGAL ADVICE RESPONDED TO WITHIN 30 DAYS. What: Measurement of the timeliness and effectiveness of services provided. Why: Provides measure of quality and effectiveness of services provided.	"Thirty day inventory" is 45 requests, down from over 200 requests in 1998.	Maintain "thirty day inventory" at 25% of less.	Very well.
PERCENT OF AGENCIES RATING ADVISORY & LITIGATION SERVICES AS SATISFACTORY IN TERMS OF TIMELINESS. What: Measurement of timeliness of services provided. Why: Client satisfaction is the primary measure of success for a service agency.	Based on survey, all agencies report satisfactory service.	Continue to be rated as satisfactory by 100% of client agencies in terms of timeliness.	Meeting our goal.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Imaged all court documents relating to County Bankruptcy resulting in convenience for research, reduced need for staff involvement, and concomitant space savings.
- Provided approximately 1,300 contact hours of legal training to Children's' Services social workers and managers.
- Obtained complete success in the appellate court in Musick Jail Expansion EIR litigation.
- Provided 200 hours of unprogrammed and unfunded legal services to the In Home Support Services Committee.

Organizational Summary



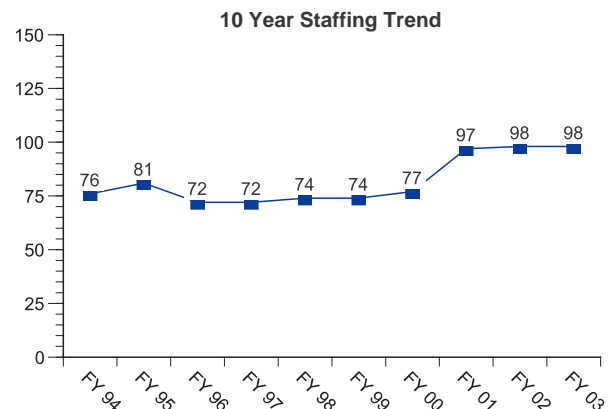
COUNTY COUNSEL - EXECUTIVE - Provides executive management oversight for department. Attends Board of Supervisors' meetings and provides legal services to the Board of Supervisors.

ADVISORY SERVICES - Provides legal advice to officers and employees of the County on matters relating to their duties and responsibilities in the administration of the public business. Drafts and reviews legal opinions, contracts, leases, licenses, permits, deeds and conveyances, franchises and city-County agreements, Ordinances, Resolutions, and bills for introduction in the Legislature. Attends meetings of the Board of Supervisors and other County boards and commissions.

LITIGATION SERVICES - Prosecutes and defends civil actions in which the County or Board-governed districts are involved such as eminent domain proceedings, tax cases, zoning matters, environmental and contract actions, damage suits, and election matters. Provides legal services to the Public Administrator/Public Guardian in conservatorship matters, legal services to the Social Services Agency in Juvenile Court matters concerning abused, abandoned, or neglected children, and legal services related to El Toro Reuse litigation.

ADMINISTRATIVE SUPPORT - Provides administrative, clerical, and general support for the County Counsel and the two other divisions. Responsible for secretarial support to the attorneys, law library support and resources, human resources functions, budget, records management, computer systems and network administration, accounting, safety, and purchasing.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- No new positions were added in FY 02/03.
- One position was added in FY 01/02 in response to client department request for additional service in the area of HCA special education and juvenile client issues.
- Twenty positions were added in FY 00/01 in response to client department requests for additional services in the areas of SSA/Juvenile Dependency and CSA/PA-PG LPS/Probate and for added El Toro litigation support.
- Five positions were added from FY 95/96 to FY 99/00 to meet increased service requests by client departments.

- Nine positions were deleted in FY 94/95 due to the bankruptcy.
- One position was deleted from FY 91/92 to FY 93/94. During this period the number of positions fluctuated from a high of 82 in FY 91/92 to a low of 76 in FY 93/94 in response to changing requests for services by client departments.

nizational performance measurement program (ROG), the attorney pay for performance program, and the employee pay for performance program (PIP). County Counsel will continue to use contractors in lieu of adding staff when cost effective.

Changes Included in the Base Budget:

This department made internal reductions to come as close as possible to the 2002 Strategic Financial Plan Net County Cost (NCC) Target. The CEO reduced the department's proposed budget to meet the NCC target. The Board approved restoring the funding to allow the department to continue to operate at the current level of service. (See Approved Budget Augmentations and Related Performance Results below).

Base budget reflects increases for salaries and employee benefits; reallocation of staff from El Toro Reuse Project to meet increased legal service needs in the areas of planning, re-development, eminent domain, roads, juvenile dependency, and flood, in lieu of using more costly private attorney services. Proposed budget also includes funds to cover Airport System Master Plan aviation related litigation.

Budget Summary

Plan for Support of the County's Strategic Priorities:

County Counsel will continue to improve efficiencies, effectiveness, and economies within the department through expanded use of technology for communications, document review and production, and legal research. Staff will also continue to focus on successful implementation of the orga-

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Continue Current Level of Service Amount:\$ 1,469,345	Fund increased retirement and employee benefit costs.	Continue to operate at current level of service.	025-001

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	98	98	98	0	0.00
Total Revenues	1,235,553	2,885,919	2,002,126	3,207,165	1,205,038	60.19
Total Requirements	4,609,839	5,686,865	4,808,612	8,071,918	3,263,305	67.86
Net County Cost	3,374,286	2,800,946	2,806,486	4,864,753	2,058,266	73.34

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Counsel in the Appendix on page 590.

Highlights of Key Trends:

- Legal staff is allocated in response to the clients' increasing or decreasing caseloads, changes in legislation, and addition of programs. Current areas of

increasing workload, particularly litigation, include health care, juvenile dependency, mental health, probate, adult protective services, airport, property tax administration, environmental, and eminent domain.

Budget Units Under Agency Control

No.	Agency Name	County Counsel - Executive	Advisory Services	Litigation Services	Administrative Support	Total
025	County Counsel	264,418	4,541,938	1,087,164	2,178,398	8,071,918
	Total	264,418	4,541,938	1,087,164	2,178,398	8,071,918

031 - REGISTRATION AND ELECTIONS

Operational Summary

Mission:

To ensure the integrity of the County's election process through administration of all federal, state and local election laws in a uniform, consistent and accessible manner with the highest possible degree of professionalism. Further, to promote public confidence and increased participation by all eligible Orange County citizens in the election process.

Strategic Goals:

- Increase full participation by Orange County's citizens in the elections process.
- Ensure the accuracy and integrity of the elections process.
- Ensure public confidence in the elections process.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
INCREASE PERCENTAGE OF REGISTERED VOTERS VOTING. What: Increase voter participation. Why: This will encourage more eligible citizens to participate in the election process.	Percentage of voters at 2000 level or higher with factoring for Presidential election.	Compare November 2002 Gubernatorial general election to 2000 Presidential general election.	Department has reorganized. Advisory Committee being formed.
ENSURE THE ACCURACY OF THE INITIAL VOTE COUNT AGAINST THE 1% MANUAL RECOUNT. What: Accuracy of the initial vote count against the 1% manual recount. Why: Maintain and improve voter confidence in the accuracy of the voting process.	The mandated 1% manual recount confirmed the accuracy of the initial machine count.	Compare 1% manual recount percentages against the percentages generated by the initial full machine count.	Previous comparison of the two counts have confirmed the accuracy of the initial full machine count.
INCREASE PERCENTAGE OF VOTERS WHO ARE SATISFIED WITH THE ELECTION PROCESS. What: Increase the percentage of voters satisfied with the election process. Why: Random sampling will confirm voter satisfaction and provide input to improve the system.	Random sampling of Orange County demonstrated 95+% percent of voters satisfied with the election process.	Target concerns identified in 2002 to increase percentage of voters satisfied with the election process.	Informal surveys have demonstrated a 95+% satisfaction rate within Orange County. Formal surveys are being prepared.
INCREASE PERCENTAGE OF ELIGIBLE CITIZENS REGISTERED TO VOTE. What: Increase percentage of eligible citizens registered to vote. Why: It will provide the ability to increase percentage of the voting population.	Percentage of registered voters at 2000 level or higher with factoring for Presidential Election.	Compare November 2002 Gubernatorial general election to 2000 Presidential general election.	2002 will be used to launch public relations campaign to increase percentage of registered voters.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	8,494,294
Total Final FY 2002-2003 Budget:	9,370,580
Percent of County General Fund:	0.39%
Total Employees:	50.00

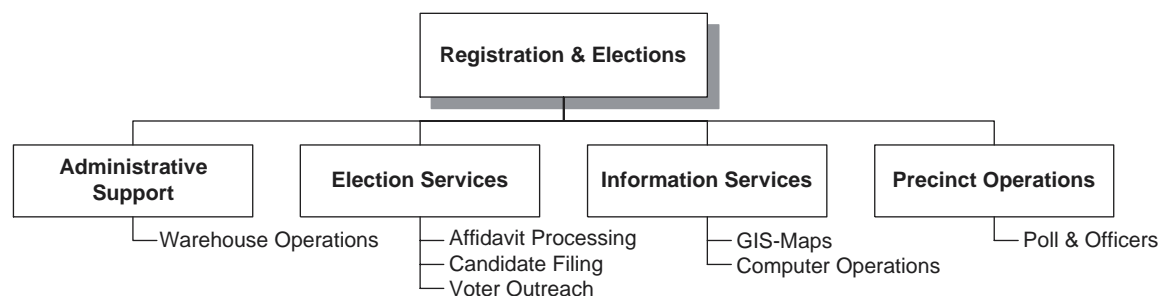
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
INCREASE PERCENTAGE OF VOTERS WHO ARE CONFIDENT IN THE ACCURACY & INTEGRITY OF THE ELECTION PROCESS. What: Increase voter confidence in the accuracy and integrity of the election process. Why: Accuracy and integrity are critical to the election process and stand by themselves.	Random sampling of Orange County demonstrated 95+% percent of voters confident in the accuracy and integrity of the election process.	Target concerns identified in 2002 to increase percentage of voters confident in the accuracy and integrity of the process.	Informal surveys have demonstrated a 95+% satisfaction rate within Orange County. Formal surveys are being prepared.
INCREASE PERCENTAGE OF COUNTY POPULATION SATISFIED WITH THE ELECTION PROCESS. What: Increase the percentage of County population satisfied with the election process. Why: Random sampling will confirm citizens satisfaction and provide input to improve the system.	Random sampling of Orange County demonstrated 95+% percent of citizens satisfied with the election process.	Target concerns identified in 2002 to increase percentage of citizens satisfied with the elections process.	Informal surveys have demonstrated a 95+% satisfaction rate within Orange County. Formal surveys are being prepared.
INCREASE % OF POPULATION WHO ARE CONFIDENT IN THE ACCURACY & INTEGRITY OF THE ELECTION PROCESS. What: Increase confidence in the accuracy and integrity of the election process. Why: The election process is mainly concerned with those individuals who directly interact with it.	Random sampling of Orange County demonstrated 95+% percent of citizens confident in the accuracy and integrity of the election process.	Target concerns identified in 2002 to increase percentage of citizens confident in the accuracy and integrity of the election process.	Informal surveys have demonstrated a 95+% satisfaction rate within Orange County. Formal surveys are being prepared.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Continued expansion of voter education program through print media and website.
- Establishment of the County employee poll worker program.
- Establishment of the Registration and Elections Strategic Plan.

Organizational Summary



REGISTRAR OF VOTERS - Oversee all functions of the department.

ADMINISTRATIVE SUPPORT - Provide purchasing, human resources, fiscal management, budget support and warehouse functions.

ELECTION SERVICES - Provide voter/candidate/balloting services.

INFORMATION SERVICES - Maintain election and district data bases/programs, voter file, GIS, 5 LANS.

PRECINCT OPERATIONS - Recruit over 7,000 workers and secure over 1,700 polling places.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Registration & Elections Department was a budget unit within the General Services Agency with a staff as high as 58 but decreased to 48 by FY 94-95 and to 29 in FY 95-96 as a result of the bankruptcy.
- In September 2001, the Board of Supervisors approved Registration & Elections strategic plan and increase staffing to the current level of 50.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Consistent with the departmental business plan as all functions within this department are driven toward conducting elections at the most efficient, cost effective level.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	34	50	50	0	0.00
Total Revenues	3,951,881	977,200	977,742	2,163,096	1,185,353	121.23
Total Requirements	6,384,413	7,482,206	7,553,143	9,370,580	1,817,436	24.06
Net County Cost	2,432,532	6,505,006	6,575,401	7,207,484	632,082	9.61

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Registration and Elections in the Appendix on page 592.

Highlights of Key Trends:

- Creation of Elections Advisory Committee.
- Creation of the County employee poll worker program to assist in staffing polling places on election day.
- Expansion of newly created public relations operations to increase voter education.
- Increased use of absentee balloting increasing participation of voters.
- Potential for Korean Language translation to accommodate the Korean community.

Budget Units Under Agency Control

No.	Agency Name	Registrar Of Voters	Administrative Support	Election Services	Information Services	Precinct Operations	Total
031	Registration & Elections	242,755	2,449,008	1,002,085	1,493,200	4,183,532	9,370,580
	Total	242,755	2,449,008	1,002,085	1,493,200	4,183,532	9,370,580

059 - CLERK-RECORDER

Operational Summary

Mission:

The Clerk-Recorder Office's mission is to provide efficient service to the public in a way that exemplifies the highest standard of courtesy, cost effectiveness, and ethical performance as well as to make public records readily accessible to citizens/taxpayers in a convenient manner while safeguarding confidentiality and the security of those records.

Strategic Goals:

- Provide efficient service to the public in a way that exemplifies the highest standard of courtesy, cost effectiveness, and ethical performance.
- Make public records readily accessible to citizens/taxpayers in a convenient and cost effective manner.
- Safeguard the confidentiality and the security of the public's records.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
CONTINUE CUSTOMER SATISFACTION SURVEYS WHICH RATE OVERALL QUALITY, FEES AND SERVICE. What: This is a tool for measuring customers satisfaction and to insure we are addressing customer needs. Why: Quality customer service is our top priority.	Survey results are 97% above standard.	The target is 98% above standard.	Office operations/standards are continually monitored/expanded and expenses minimized where appropriate.
THE NUMBER OF DOCUMENTS UTILIZING ELECTRONIC RECORDING. What: This measurement provides higher levels of transactions with minimal staffing increases. Why: Public has access to recorded documents within short timeframes.	162,490 documents using electronic recording were processed.	410,000 documents are targeted to use Electronic Recording.	We have maintained a 48 hour document turn around time.
NUMBER OF RECORDS CONVERTED TO ALTERNATE MEDIA TO INSURE EASE OF ACCESS AND PRESERVATION. What: This measurement is a tool to evaluate efforts to provide access and safeguard the public's records. Why: To provide added security to public records now and for future retrieval.	573,000 vital record images transferred from microfilm to digitized images.	1. Transfer 52,000 confidential Marriage records from paper to digitized images. 2. Convert approximately 5.5 million official records from microfilm to digitized images.	The Office's technology plan enhancements are on track and priority continues to be placed on security of records.

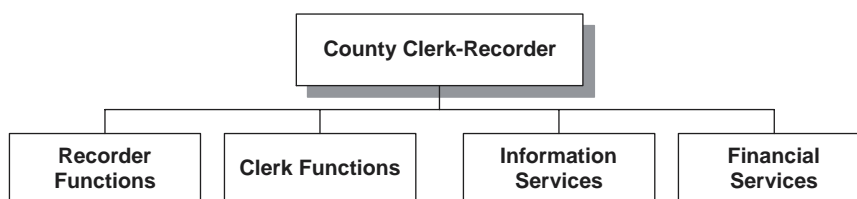
At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	6,470,784
Total Final FY 2002-2003 Budget:	7,914,067
Percent of County General Fund:	0.33%
Total Employees:	102.00

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Fifty-one (51) electronic recording clients have been switched from the T-1 conveyance of documents to the less expensive, broader ranging, Internet version.
- 100,000 vital record images were converted from microfilm to TIFF images.
- Real Property grantor/grantee index and images were made available via the Internet to trusted title companies.
- A user-friendly cashiering system that produces accounting reports was implemented.

Organizational Summary



COUNTY CLERK-RECORDER - The Clerk-Recorder is an elected official who, with the administrative staff, directs the activities of the department in satisfying the needs of the public regarding the recordation of various real property documents, filing of birth, death and marriage records, issuing marriage licenses, and filing Fictitious Business Names and other documents.

RECORDER FUNCTIONS - This division assists the public and title companies in recording documents pertaining to real property transactions. Included in this process is the examination of documents to determine recordability, recording and indexing documents, and optically imaging all recorded documents for storage and retrieval.

CLERK FUNCTIONS - This division is responsible for issuing marriage licenses and performing wedding ceremonies. It also registers Notary Publics, Process Servers, Professional Photocopiers, and Unlawful Detainer Assistants; files documents related to Fictitious Business Name registrations and Environmental Impact Reports; and produces copies of recorded documents and issues birth, death, and marriage certificates.

INFORMATION SERVICES - This division provides technical and user support for all automated systems within the department. Staff provides short and long term automation planning, systems installation, user training, systems maintenance, and telecommunications support.

FINANCIAL SERVICES - This division is responsible for the fiscal integrity of the Department through the assessment of funding needs and fiscal issues that may impact Department activities. This includes budget planning, development, monitoring and implementation; oversight of expenditures and revenues; purchasing and deposit of funds.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Four additional limited term positions were added mid-year in FY 2001-02 to accommodate workload increases for the recording of documents. This brings our staffing compliment to 100 employees, the same level as 1999.

- The Office has been able to maintain a continued minimum staffing level due to enhanced automation and work process review.
- A County Archives Program needs to be established to preserve historic documents which must be made part of our County-wide records management program to maintain and improve record continuity and provide a method for retrieval. Two additional staff are needed to provide conversion services, relocate the archives, expand hours for public access, develop a preservation program and provide records access and retention.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Clerk-Recorder's Office will continue to review costs of operation, maximize service to the public, and contribute revenues in excess of expenses to the County General Fund.

Changes Included in the Base Budget:

Four (4) additional limited term positions were added to the Clerk-Recorder in FY 2001-02. These positions support an increase in workload due to low housing interest rates, resulting in an unanticipated volume of home purchases/recordings. The cost of these positions are fully offset by recording fee revenue.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Clerk Functions Amount:\$ 125,653	A County Archives Program is needed to preserve historical documents and make records available.	Establish program by January 1, 2003; Increase public visitation by 75%.	059-001

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	96	100	102	2	2.00
Total Revenues	12,674,114	10,319,732	16,361,380	13,943,423	(2,417,957)	-14.78
Total Requirements	5,105,740	5,397,321	6,411,908	7,914,067	1,502,159	23.43
Net County Cost	(7,568,374)	(4,922,411)	(9,949,472)	(6,029,356)	3,920,116	-39.40

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk-Recorder in the Appendix on page 595.

Highlights of Key Trends:

- Unanticipated revenue from recording fees increased in FY 2001-02 by approximately 33% due to extremely low housing interest rates which increased housing purchases and property recording. This revenue trend is

dependent on the housing market. Recording fee revenue in FY 2002-03 is projected at an increased level, however the Clerk-Recorder's Office will be carefully monitoring this trend to ensure that property recording remains stable and that revenue projections will be met.

Budget Units Under Agency Control

No.	Agency Name	County Clerk-Recorder	Recorder Functions	Clerk Functions	Information Services	Financial Services	Total
059	Clerk-Recorder	1,823,936	2,707,720	1,377,884	1,683,696	320,831	7,914,067
	Total	1,823,936	2,707,720	1,377,884	1,683,696	320,831	7,914,067

074 - TREASURER-TAX COLLECTOR

Operational Summary

Mission:

To provide efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	11,076,391
Total Final FY 2002-2003 Budget:	10,843,446
Percent of County General Fund:	0.45%
Total Employees:	92.00

Strategic Goals:

- Manage and preserve the investment of all service recipient funds.
- To collect all property taxes for service recipients in accordance to applicable laws.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
NET INVESTMENT RETURN. What: Obtain a portfolio yield that meets or exceeds the 90-day US T-Bill and money market benchmarks. Why: To continue to provide safe, efficient and effective investment returns for our clients.	The Treasurer's Investment Management Committee is looking for interest rates to stabilize in the near future. The following yield projection should take us through the end of the current fiscal year: July 2001 - June 2002: 2.5%	Continue to exceed benchmarks.	On target.
ADMINISTRATION FEE CHARGED TO POOL PARTICIPANTS. What: To charge the lowest administration fee possible. Why: To provide a modest investment return to pool participants with minimum administrative costs.	Administration fee to remain at 12.50 basis points (i.e., 0.125%).	Administration fee to remain at 12.50 basis points (i.e., 0.125%).	On target.
RATING OF INVESTMENT POOL. What: Maintain highest rating. Why: To assure safest money market practices are being followed.	Obtained AAA/V1+ ratings.	Maintain AAA/V1+ rating.	On target.

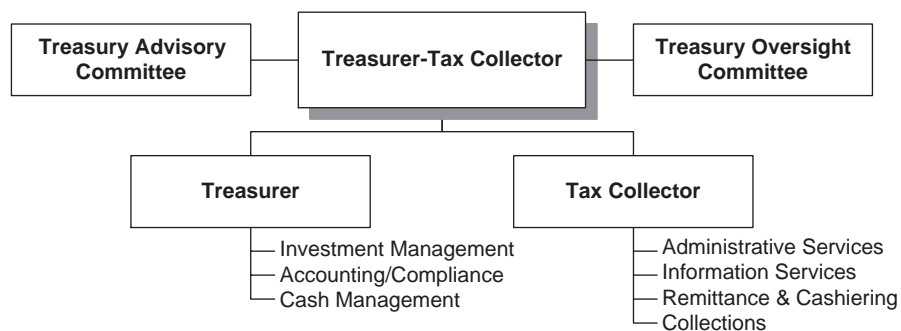
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
STATE PROPERTY TAX COLLECTION RATES FOR SECURED AND UNSECURED PROPERTY. What: Exceed State property tax collection rates for secured & unsecured prop by minimizing unpaid taxes. Why: To maximize collections in property taxes for service recipients and County General Fund.	To continue to exceed the State median. We anticipate a small decrease in collection percentages due to the current economic slowdown.	To maintain high collection rankings and percentages.	On target.
INVESTED CASH POSITION (PERCENT OF AVAILABLE FUNDS INVESTED). What: Maintain a maximum invested cash management position. Why: To enhance portfolio returns on invested cash by minimizing idle funds.	For FY 2000-2001, the average invested cash for the County was 99.83% and 99.85% for the Department of Education. However, for FY 2001-2002, the percent invested should increase due to enhanced service offered by our new bank.	The percent invested should approach 100% due to the closure of old bank accounts where funds could not be fully invested.	On target.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Completed the conversion of banking services provider from Bank of America to Wells Fargo Bank.
- Completed the conversion from Novell Perfect Office to Microsoft Office.
- Completed the procurement and implementation phases of the Treasury Management System.
- Implemented several website property tax enhancements to reduce costs and improve public service.
- Introduced a new electronic media payment option for title companies and tax service companies to reduce processing costs for exception payments.
- Obtained AAA/V1+ ratings on both the County Investment Pool and the Educational Investment Pool.
- Virtual Timesheets to be implemented before the end of this fiscal year.

Organizational Summary



TREASURER-TAX COLLECTOR - Provides centralized treasury and tax collection services for the County of Orange.

TREASURER - Responsible for the receipt, custody, depository, investment, and recording of funds for the County, school districts, and special districts. Responsibilities also include issuance of short-term debt on behalf of the County and school districts. In addition, this office acts as trustee in connection with unclaimed property and is responsible for the issuance, billing, collection, redemption, and foreclosure of improvement bonds.

Investment Management: Provide portfolio management, broker/dealer relations, investment/economic research, liaison for oversight committees, and custody relation services.

Cash Management: Provide bank-related services and relationship management, cash optimization and forecasting, and financial electronic commerce solutions.

Accounting/Compliance: Provide financial reporting, fund accounting, general ledger reconciliations, bank reconciliations, investment accounting and compliance services, and defined benefit plan administration.

TAX COLLECTOR - Responsible for collecting taxes on all secured and unsecured property in Orange County. In addition, this office is responsible for the sale of property subject to the "power to sell," formerly known as delinquent tax deeded property. As well as collecting Annual Racehorse Taxes, Transient Occupancy Taxes, and Public Defender judgments, the Tax Collector also provides remittance processing services, information system services, and departmental administrative support.

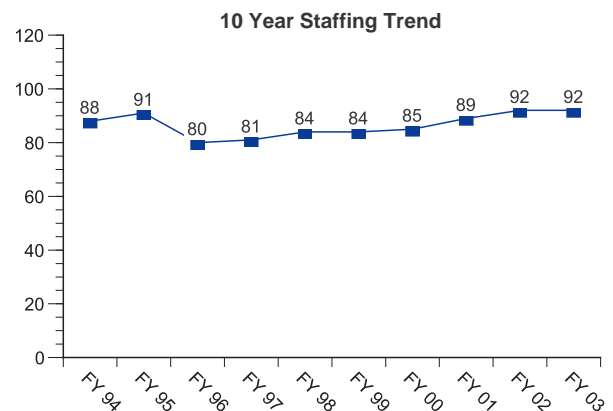
Collections: Provide centralized tax compliance services for delinquent unsecured tax collections, prior year secured property tax collections, public defender judgment collections, public information services, property tax problem payment processing, and general correspondence.

Remittance & Cashiering: Provide automated remittance processing for all property tax rolls, refund accounting, tax roll accounting, and cashiering for the Treasurer.

Administrative Services: Provide tax roll reconciliations, purchasing, contract administration, human resources, payroll services, budget, facility operations, telephone, and network services for the Treasurer and Tax Collector Offices.

Information Services: Provide systems development and maintenance support for numerous Treasurer-Tax Collector applications required for the depositing, accounting, and collecting of funds.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Since 1993-94, our department's staffing level has only changed by a net of four positions, and no additional positions have been requested for Fiscal Year 2002-2003.
- Despite the modest increase in staffing during this time, as workloads have continued to grow (the number of real property tax bills increased from 717,000 to 770,000), our department has continued to excel in providing efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts, as evidenced by the following:
- The highest rating (AAA/V1+) for the investment pools continues to be maintained.
- Collection percentage ratings for the Secured and Unsecured tax rolls continue to exceed the state median.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Treasurer-Tax Collector will continue to pursue all major year 2002 service plan goals in support of County strategic priorities. We will continue to provide an effective, responsive, and competitive organizational and operating structure. Staff will work diligently to meet our core business responsibilities of collecting and investing while supporting the successful implementation of new corporate programs. We will work diligently to implement both the organizational performance measurement program (ROG) and the employee pay for performance program (PIP).

Changes Included in the Base Budget:

The Fiscal Year 2002-2003 will see several of our Business Plan initiatives reflected in our proposed budget. The significant cost items are: (a) Increase in Salaries and Employee Benefits by \$691,629 to enable us to attract and retain staff who are committed to maintain high standards of public service; and (b) Increase in Services and Supplies by \$300,000 to retain legal counsel for the "Two Percent Assessment Appeals Case on Secured Property Taxes."

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	92	92	92	0	0.00
Total Revenues	6,593,725	7,556,894	8,157,142	7,324,597	(832,545)	-10.21
Total Requirements	8,974,158	10,316,849	11,131,931	10,843,446	(288,485)	-2.59
Net County Cost	2,380,433	2,759,955	2,974,789	3,518,849	544,059	18.29

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Treasurer-Tax Collector in the Appendix on page 597.

Highlights of Key Trends:

- We are an administrative function that is task-oriented. We expect our investment results to consistently outperform our benchmarks. We will continue to provide our constituents with efficient and effective investment, cash management and property tax collections services.

Budget Units Under Agency Control

No.	Agency Name	Treasurer-Tax Collector	Treasurer	Tax Collector	Total
074	Treasurer-Tax Collector	393,985	3,543,840	6,905,621	10,843,446
107	Remittance Processing Equipment Replacement	715,529	0	0	715,529
	Total	1,109,514	3,543,840	6,905,621	11,558,975

107 - REMITTANCE PROCESSING EQUIPMENT REPLACEMENT

Operational Summary

Description:

Establish reserves for replacement of Remittance Processing Equipment.

At a Glance:

Total FY 2001-2002 Actual Expenditure + Encumbrance:	2,511
Total Final FY 2002-2003 Budget:	715,529
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Revenues	420,407	827,069	631,915	715,529	83,613	13.23
Total Requirements	38,083	827,069	173,128	715,529	542,400	313.29
Balance	382,324	0	458,786	0	(458,786)	-100.00

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Remittance Processing Equipment Replacement in the Appendix on page 601.

079 - INTERNAL AUDIT

Operational Summary

Mission:

The mission of the Internal Audit Department (IAD) is to provide highly reliable, independent, objective evaluations and business and financial consulting services to the Board of Supervisors and County management to assist them with their important business and financial decisions.

Strategic Goals:

- Assist the Board of Supervisors and County management to ensure the County's assets and resources are safeguarded; the County's accounting and financial reporting is accurate, and the County has timely information and critical analysis for its business and economic decisions.
- Provide professional assurance and confidence to our clientele on the County's internal controls, accounting records and its financial and business operations through our published audit reports and reviews.

Key Outcome Measures:

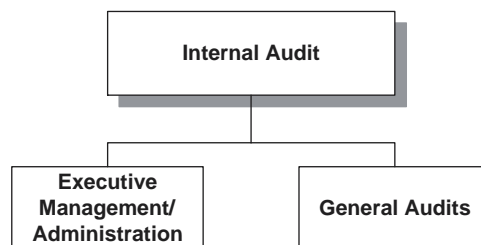
Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
DEFALCATIONS OF COUNTY RESOURCES. What: Misappropriation of County funds and cash losses. Why: Misappropriation of funds bring on bad publicity and weaken public confidence in County operations.	This is a new indicator.	The County will not have misappropriation of funds or cash losses exceeding \$50,000.	The County did not have a misappropriation of funds or cash losses exceeding \$50,000 last year.
USEFULNESS OF OUR REPORTS AND CLIENT SATISFACTION. What: IAD performs audits that are helpful to clients. Why: Let's us know we are adding value and fulfilling a need.	This is a new indicator.	70% of clients report the audits are helpful.	Last year a high percentage of clients reported they received information that was helpful to them in safeguarding the County's assets and making business decisions.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Completed the 2001 Audit Plan including, all Departmental Control Reviews (DCRs, Financial Audits & Mandates and Control Self Assessment (CSA) workshops scheduled and budgeted.
- Completed the Board requested audit of Fund 14M-Local Redevelopment Authority.
- Hired a consultant to develop an IT-Self Assessment Matrix, which will be available to County departments and agencies for their use.

- One auditor received a Certified Public Accountant credential and two auditors received their Certified Control Self-Assessment credentials.
- Successfully passed a Peer Review based on IIA Standards. The Peer Review is required every three years for compliance with the GAO's "Yellow Book" standards.

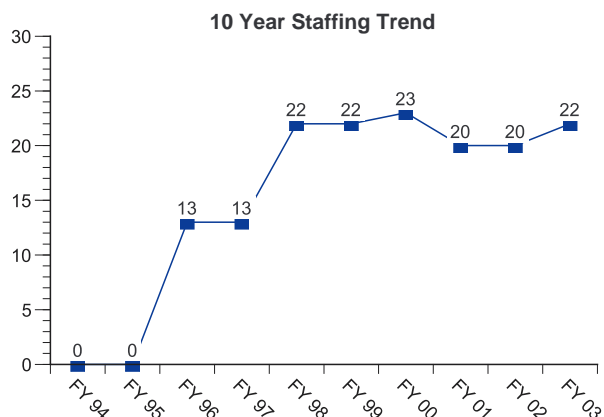
Organizational Summary



EXECUTIVE MANAGEMENT - The Executive Management/Administration team provides fiscal management, procurement and human resources, system security and technical services support, leadership, management oversight and direction to Internal Audit function.

GENERAL AUDITS - This is the core function of the department and consists of sixteen professional audit staff.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Internal Audit Department was established as a separate department independent of the County Auditor-Controller by Board Resolution dated April 25, 1995. Arthur Andersen L.L.P. was contracted at that time by

the County to manage the Internal Audit function until a permanent director could be recruited. In 1997, a director was appointed and eight additional positions were added; in 1999 one Staff Analyst position was added; in 2000, two positions were eliminated in the Information Systems Auditing function and outsourced to consultants; additionally, two Auditor II positions were exchanged for one Senior Auditor I. In 2001, two auditor positions were added for integrated audits of specifically focused issues in the County's Comprehensive Accounting and Personnel System.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Internal Audit, through its Business Plan, is aligned with the County's strategic priorities and assists in their accomplishment.

Changes Included in the Base Budget:

Internal Audit combined the Electronic Data Processing Audit function with the General Audit function.

Final Budget and History:

Sources and Uses	FY 2000-2001 Actual Exp/Rev	FY 2001-2002 Final Budget	FY 2001-2002 Actual Exp/Rev ⁽¹⁾	FY 2002-2003 Final Budget	Change from FY 2001-2002 Actual	
					Amount	Percent
Total Positions	-	20	22	22	0	0.00
Total Revenues	118,478	86,450	174,733	128,022	(46,711)	-26.73
Total Requirements	1,657,206	1,775,487	1,727,920	2,236,178	508,257	29.41
Net County Cost	1,538,728	1,689,037	1,553,186	2,108,156	554,969	35.73

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2001-02 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Internal Audit in the Appendix on page 599.

Highlights of Key Trends:

- Provide balanced Internal Audit coverage of the County. Our current audit plan allocates resources to departmental control reviews, the financial audit mandates, control self-assessment workshops and integrated audits of specifically focused issues in the County's Comprehensive Accounting and Personnel System. This approach allows the department to address the County's business functions determined to have the greatest importance and impact. The Board provides funding for contracting consultants with computer and systems expertise.
- Maintained high standards for conducting internal audits.
- To maintain high professional standards, audit staff were provided a training budget to complete an average of sixty hours for continuing professional education/training.

Budget Units Under Agency Control

No.	Agency Name	Executive Management	General Audits	Total
079	Internal Audit	689,252	1,546,926	2,236,178
	Total	689,252	1,546,926	2,236,178